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Trenton (N.J.)

Efficiency report of the Board of Commissioners...

Trenton

1914

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EFFICIENCY REPORT

OF THE

BOARD OF COMMISSIONERS

OF

TRENTON, NEW JERSEY

JANUARY 1, 1914
Published by direction of the Board of Commissioners
FRANK THOMPSON, City Clerk

EFFICIENCY REPORT

OF THE

Board of Commissioners

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TRENTON, NEW JERSEY

JANUARY 1, 1914

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FRANK THOMPSON, City Clerk

1914

HAZLETT, HARRISON & CO., PRINTERS

TRENTON, N. J.

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ROSTER OF OFFICERS—TRENTON, N. J.

BOARD OF COMMISSIONERS.

Mayor and Director of Public Affairs..... FREDERICK W. DONNELLY.
Vice-President, Director of Revenue and Finance ..... EDWARD W LEE.
Director of Public Safety ..... GEORGE B. LABARRE.
Director of Streets and Public Improvements J. RIDGWAY FELL.
Director of Parks and Public Property..... WILLIAM F. BURK.

DEPARTMENT OF PUBLIC AFFAIRS.

Mayor and Director ..... FREDERICK W. DONNELLY
City Clerk ..... FRANK THOMPSON.
City Counsel ..... CHARLES E. BIRD.
Overseer of the Poor ..... ALFRED L. PARKER.
Sealer of Weights and Measures ..... JAMES E. O'DONOVAN
Superintendent of Almshouse ..... COLLEN M. WORTH.
Superintendent Municipal and Tuberculosis Hospital ..... MISS MARGARET KNORR.

DEPARTMENT OF REVENUE AND FINANCE.

Director and Comptroller ..... EDWARD W. LEE.
City Treasurer ..... HARRY E. EVANS
Receiver of Taxes ..... CLINTON J. SWARTZ.
Commissioners of Assessment of Taxes ..... ROBERT R. VOLK, CHARLES H. METZGER, JOHN C NEVIUS.
Secretary of Water Department ..... DAVID T. WITTENBORN.
Judge of City District Court..... HUSTON DIXON.

DEPARTMENT OF PUBLIC SAFETY.

Director ..... GEORGE B. LaBARRE.
Chief of Police ..... JOHN J. CLEARY.
Chief of Fire Department ..... JAMES W. BENNETT.
Health Officer ..... DR. ALTON S. FELL.
Building Inspector ..... EDWARD B. G. HANCOCK.
Superintendent of Garbage and Ashes ..... JOHN T. McCLAIN.
Judge of City Police Court ..... SAMUEL G. NAAR.
Exeise Inspector ..... HARRY BOTSCHART

DEPARTMENT OF STREETS AND PUBLIC IMPROVEMENTS.

Director ..... J. RIDGWAY FELL.
Engineer of Streets ..... ABRAM SWAN, JR.
Engineer of Sewers and Water ..... ALFRED C. GREGORY
Superintendent of Streets ..... THOMAS McKEAG.
Superintendent of Water ..... ALVIN BUGBEE.
Superintendent of Sewer Maintenance ..... RICHARD A. WALSH
City Chemist ..... (Vacant.)

DEPARTMENT OF PARKS AND PUBLIC PROPERTY.

Director ..... WILLIAM F. BURK.
Assistant Superintendent of Parks ..... JOHN MITCHELL.
Custodian of City Hall ..... GEORGE W. FAGANS.
Engineer of Pumping Station ..... GEORGE W. LENOX.
Librarian, Free Public Library ..... HOWARD L HUGHES.

Introduction.

Commission Government was adopted in Trenton at a special election held June 20, 1911, the vote having been 6,792 for and 4,890 against adoption. The present Board of Commissioners was chosen at an election held August 15, 1911, and took office one week later. The board consists of five men, each elected for a term of four years. With the exception of the Mayor, who is the president of the board, each commissioner receives an annual salary of $3,000. The annual salary of the Mayor is $3,500.

At the organization meeting of the Commission, the various branches of the city government were divided into five general groups, as provided for in the Commission Government act, passed by the New Jersey Legislature of 1911. Directors of these five general groups were assigned as follows:

FREDERICK W. DONNELLY, Director of Public Affairs and Mayor.

EDWARD W. LEE, Director of Revenue and Finance and Vice President of the board.

GEORGE B. LABARRE, Director of Public Safety.

J. RIDGWAY FELL, Director of Streets and Public Improvements.

WILLIAM F. BURK, Director of Parks and Public Property.

The Board of Commissioners possesses all administrative, judicial and legislative powers of the city government. In all city matters except those of minor administrative character the Board of Commissioners acts as a committee of the whole, thus the Director of each department has equal powers and is subject to the will of the majority of the board.

The experience of Trenton after nearly two and one-half years under Commission Government is that this system of administering municipal affairs has many marked advantages over the old councilmanic plan. The chief advantages over the old plan are:

(1) Efficiency and economy in all details of city business.

(2) City officials and employes are required to give all of their time, during office hours, to the city's business.

(3) Responsibility for any condition existing in the city is quickly and definitely fixed.

(4) Non-partisan governing bodies produce non-partisan results.

(5) Money of taxpayers is saved by abolition of political jobs.

(6) Public servants give better service when not subjected to the whims of politicians.

(7) By the abolition of committees and boards, and the transaction of all public business in open meetings by one small governing body, the governing body is at all times in direct touch with the governed.

(8) The expenses of administration are reduced to a minimum without the sacrifice of improvements and efficiency.

(9) The same business principles can be applied to the administration of the business of a city as to the administration of the affairs of any legitimate business.

ECONOMY IN SALARIES.

When the Board of Commissioners was inaugurated, there were many men holding mere political jobs in the city government. It was decided to abolish all of the unnecessary places and to dismiss the incumbents of them from the city's service. This policy brought on political clamor from the outside and led to a number of law suits by officials and employes whose services were terminated. All of these litigations were decided in favor of the Board.

Notwithstanding the reduction in the working forces of these departments, the work is being done with greater efficiency and dispatch. The salaries paid by the Board of Commissioners are for actual services rendered and not for political influence, and they are as high as those paid in business for corresponding positions.

NON-PARTISAN GOVERNMENT.

For the first time in the history of Trenton, administration of the affairs of the city is divorced from politics.

In the two and a half years under the Commission plan there has not been a single political vote in the Board of Commissioners. The elimination of political bickerings from the transaction of official business is one of the great advantages of the Commission plan, as it has worked out here. Under the old councilmanic system party politics entered into every detail of administration.

That politics play no part in the work of the Board is a remarkable condition when it is known that the Board is made up of three Democrats and two Republicans. If the Democrats so desired it would be decidedly easy for them to control all matters.

The members of the Board have never shown the slightest inclination to dabble in politics, but on the other hand they have consistently refrained from party moves, although there has been plenty of demand and opportunity for them. There is abundant proof of this statement. Most of the attaches of the city government are men who served the city under Common Council, and a great number of them are Republicans. When the Board of Commissioners was organized, Republican members nominated Democrats and Democratic members nominated Republicans for important places, and then the Board voted as a unit for the nominees. This open display of determination to choose men qualified for the service, irrespective of political affiliations, gained at once for the Board the confidence of the people of Trenton.

In connection with this discussion, it is interesting to note that with the Board made up of three Democrats and two Republicans, the City Treasurer, the City Comptroller, the City Engineer, the Receiver of Taxes, the Superintendent of the Water Department are Republicans, while the City Clerk is a Progressive; thus most of the important places in the government are held by men of different political faith than a majority of the Commission.

FILTRATION PLANT UNDER CONSTRUCTION.

Improvement of the general water supply of Trenton has been a vital question for many years. The supply is taken from the Delaware River, and until the Board

of Commissioners came into power no serious effort had ever been made to purify it, though the fact that it is greatly contaminated by free sewage is notorious.

The Board of Commissioners, at the suggestion of the State Board of Health, inaugurated treatment of the raw Delaware water with calcium hypochlorite, with the end in view of removing such disease germs as those of typhoid fever until such time as this result could be achieved by a modern filtration plant.

Work of constructing the filtration plant was started in the fall of 1912, and by about the last of August, 1914, the plant will be in operation, and for the first time in generations the city will have a pure water supply. Until the filtration beds are in operation, treatment of the river water with calcium hypochlorite will be continued in the quantity now used, about 15 pounds of the chemical to every 1,000,000 gallons of water. Since the use of this chemical in Trenton's water, typhoid fever has been reduced to a minimum.

The filtration plant now in course of construction is of the most modern type known to science. It is of the mechanical class, and it will cost about $330,000. The plant consists of sedimentation tanks, sand filtering beds and clear water chambers. The raw water from the Delaware will be pumped into the sedimentation tanks, where solid matter in suspense will be removed by coagulation and given time to settle in the bottom of the tanks. From these basins the water will pass to the filters, and through them to the clear water chambers, thence to the storage reservoir. The capacity of the plant will be 30,000,000 gallons a day, and so constructed that the capacity may be increased to 40,000,000 gallons a day.

The filtered water will be treated with calcium hypochlorite when use of the chemical for sterilization is demanded by the condition of the raw water, and the amount of the chemical to be used in the filtered water will be about one-fourth of the volume now added per million gallons, a quantity so minute that chemical analysis will not indicate its presence. When the water leaves the sedimentation tanks of the filtration plant the bacteria will

be reduced to between 60 and 70 per cent. After it has passed through the sand filters it will be between 98 and 99 per cent. pure, or of the purity of the average spring or well water. Then by use of calcium hypochlorite in the water in the clear water chambers it will be rendered 100 per cent. pure, or sterile.

SEWAGE DISPOSAL PLANT PLANNED.

Under the policy of the State Board of Health to prevent further pollution of the Delaware River, and to end present pollution by the dumping of raw sewage into the river, Trenton has been ordered to erect a sewage disposal plant. The Board of Commissioners commissioned Hering and Gregory, in October, 1912, to prepare plans and specifications for the plant. This work has been done and has been approved by the State health authorities. Bids for the construction of the plant will be asked for in the near future. The cost of the plant will be about $500,000.

The sewage disposal works will consist of screening chambers, in which large solids will be removed from the sewage; Imhoff tanks, in which other solids will be taken from the liquid matter, and sludge drying beds. The effluent from the tanks will pass into the river and will become of the same purity as raw river water, when it mingles with the great volume of it. The capacity of the plant will be 25,000,000 gallons of sewage a day, and it is proposed to have it in operation during the year 1916.

Land for construction of the plant has been bought in the southeastern section of the city, along the Delaware River and close to the outlet of the present sewerage system. This location will enable the city to use the present line of sewers to carry the sewage to the plant. Another location of the plant would necessitate a large expenditure of money to connect the present sewers with the disposal works.

EXCISE POLICY.

The Board of Commissioners has inaugurated a new excise policy. Under Common Council saloon licenses were

granted irrespective of the ratio of drinking places to the population. During the fall of 1912 the Board drafted a new excsie ordinance providing that no new licenses should be granted until the number of saloons was one to each 500 of population of the city. The Legislature of 1913 passed a state law making this ratio mandatory. There are now 289 retail and 15 wholesale places in Trenton—so many years will elapse before a license for a new place is granted.

Under the new ordinance regulating the liquor traffic all saloons must close between the hours of one and five in the morning, except Saturdays, when they must close at midnight and remain closed until the following Monday morning at five o'clock. The retail saloon license was increased from $350 to $400, and the wholesale from $500 to $600 a year. All forms of saloon amusement, such as singing, music, moving pictures, theatricals, etc., must cease at nine o'clock each night except Saturday, when the hour of cessation is 11 o'clock. No amusements of a disorderly nature are permitted at any time. The new ordinance also contains ample provisions prohibiting the sale of drugged liquors. This new ordinance received the endorsement of the church and saloon element of the city, and its operation has given general satisfaction.

TROLLEY CONDITIONS IMPROVED.

What amounted to practical ownership by trolley interests of streets through which trolley lines are operated existed when the Board of Commissioners came into office. This condition has been terminated, and the result is that the citizens are rapidly securing in trolley service the conditions they demand.

Under Common Council the trolley interests were strongly intrenched in the graces of the administrations because of their political influence. Franchises granted to the companies by the city provide, among other things, that the companies shall keep in good repair certain sections of all streets through which tracks are laid. Little or no attention was paid to this obligation under the old government, with the result that when the Board of Commissioners took

office most of the streets along the lines of the trolley roads were in sad need of repair.

The Board sought to have the trolley companies repair these pavements, and for more than a year every means was resorted to to bring about an amicable understanding and to have this work done. No disposition was shown by the company operating locally to bear its burden of street repair work, or even to meet the city half way. So, at the suggestion of the Director of Public Safety, the Mercer County Grand Jury of June, 1913, was asked to indict the officers of the company for maintaing nuisances in the streets of Trenton. The case of the Trenton and Mercer County Traction Corporation, the local system, was laid before the Grand Jury, and just as soon as prison terms for negligent trolley officials were in sight, work of repairing of the streets along the lines of tracks was started. Now practically every inch of pavement for which the company is responsible has either been permanently or temporarily repaired. Where temporary work now exists, permanent repairs will be made in the Spring of 1914.

TRANSFER CONCESSIONS OBTAINED.

Shortly before the Board of Commissioners was inaugurated, the Trenton and Mercer County Traction Corporation arbitrarily placed in operation an objectionable set of rules dealing with the issuance of trolley transfers. Before the promulgation of these rules unlimited transfer privileges were enjoyed locally. Under the new rules passengers desiring to transfer from one line of the company to another of the same system were obliged to wait at company-made transfer points until a particular car came along, notwithstanding the fact that certain other cars that would carry them to their destination passed the transfer point before the car designated by the company.

At the suggestion of the Director of Parks and Public Property, the Board of Commissioners investigated a long list of complaints and took such action that resulted in the restoration of the former transfer privileges.

EFFICIENCY AND ECONOMY.

Under the Board of Commissioners the policy of the city has been to establish the highest standard of efficiency in every branch of the city government, and then to administer with all possible economy. Many notable successes have been achieved. For the purpose of showing the accomplishments of the Commission plan in Trenton, there follows this general introduction a discussion of the work of each of the departments of the government, prepared by the Director of each department, and comparing the last complete year under Common Council, ending February 28, 1911, with the first complete year under the Board of Commissioners, ending February 29, 1913.

FRANK THOMPSON,
City Clerk.

Department of Public Affairs.

Under the departmental organization of the government of Trenton under Commission Government, the Department of Public Affairs is headed by the Mayor, and the department is made up of these sub-divisions: Mayor's office, City Clerk, City Counsel, Almshouse, Overseer of the Poor, City Dispensary, Sealer of Weights and Measures, Tuberculosis Hospital, Municipal Hospital and Municipal Cemetery.

A comparison of the salary schedule of the officers and employees of the department as now constituted and contrasted with the organization under Common Council shows an annual increase of $24.00 during the first complete year of the operation of the Commission plan. The old salaries, the new ones and the increases or decreases follow:

	Old.	New.	Increase.	Decrease.
Mayor	$2,000 00	$3,500 00	$1,500 00	.....
Mayor's Secretary	1,000 00	1,000 00	.....	.....
Mayor's Stenographer	.....	520 00	520 00	.....
City Clerk	3,000 00	2,000 00	.....	$1,000 00
Asistant City Clerk	1,200 00	1,200 00	.....	.....
(*a*) City Counsel. $2,500 00 Counsel Harbor Board ..... 1,200 00 Counsel Health Board ..... 1,500 00 Water Board 1,200 00	6,400 00	3,000 00	.....	3,400 00
Asistant City Counsel	.....	1,200 00	1,200 00	.....
City Counsel Stenographer	426 00	750 00	324 00	.....
Overseer of Poor	1,300 00	1,500 00	200 00	.....
Clerk to Overseer of Poor	.....	520 00	520 00	.....
City Physicians	1,000 00	1,500 00	500 00	.....
Steward of Almshouse	1,200 00	1,000 00	.....	200 00
Matron Almshouse	500 00	200 00	.....	300 00
Assistant Matron Almshouse	240 00	.....	.....	240 00
Sealer Weights and Measures	1,500 00	1,500 00	.....	.....
Supt. Tuberculosis Hospital	.....	1,000 00	1,000 00	.....
(*b*) Supt. Municipal Hospital	600 00	.....	.....	600 00
Totals	$20,366 00	$20,390 00	$5,764 00	$5,740 00
			5,740 00	
Increase			$24 00	

(*a*) Under Common Council each board of the city government requiring legal services had its own counsel. Under the Commission the legal department has been reorganized with the City Counsel on a stated salary,

Cost of administration of sub-departments of the Department of Public Affairs under the Commission plan as compared with the last year of Common Council are:

	Old.	New.	Saving.
(c) Publishing official advertising, estimated saving	.....	.....	$10,000 00
Almshouse	$15,186 08	$10,217 15	4,968 93
Overseer of Poor	17,413 43	15,411 24	1,002 19
License Tags, City Clerk	.....	.....	500 00
Total administrative saving			$16,471 12

The report of the auditors engaged by the Board of Commissioners shows that the Department of Public Affairs for the fiscal year ending February 28, 1913, showed a decrease in expenditures over the previous fiscal year of $15,542.75, or 18.18 per cent. This department for the three preceding years had shown an average yearly increase of $10,509.42, or 19.15 per cent.

Election Expenses Paid by County.—Under Commission Government the cost of general elections to the city has been materially reduced. Under the old system of government there was an arrangement between the city and county administration by which the city paid for each general election many bills belonging under the election laws to the county. This understanding has been revoked in the State courts, where a decision was rendered requiring the Board of Freeholders to bear the expenses of general elections as provided for in the election laws of the State.

License Tags and Supplies Cost Less.—Through competitive bidding the annual cost of license tags and other supplies used in the office of the City Clerk has been reduced

and by the addition of an Assistant City Counsel. This plan makes it possible for the legal department to do all of the city's law work. Besides permanent salaries to counsel for the Health and Harbor Boards, under Common Council, special counsel was engaged from time to time.

(*b*) The Superintendent of the Municipal Hospital formerly received a salary of $600 a year with maintenance added, making his total compensation about $1,000 a year. Under the Commission this office has been abolished.

(*c*) Under Common Council seven newspapers were used for the official advertising of the city, while four are used now. Until the first of January, 1914, the average price of the advertising, per inch, was 34¾ cents, a decrease of 58 per cent. over the rate paid by Common Council. The total cost of official advertising for the last year of Common Council was about $22,000.

about $500 a year. The same opportunity for economy existed under Common Council.

City Clerk's Fees Abolished.—Under the old system of government about $1,000 a year in fees was collected in the office of the City Clerk in connection with services to citizens that were clearly in the line of the Clerk's duty. These have been abolished, and now the sole compensation of the Clerk and his assistant is represented by their salaries. This reform results in a direct saving of money to citizens who have business with the office.

Liquor License Revenue Increased.—Adoption of a new ordinance by the Board of Commissioners to regulate the liquor traffic in Trenton has resulted in an annual increase of $15,950 in fees from liquor licenses. There are 15 wholesale places in Trenton, each paying an annual fee of $600. There are 289 retail places, each paying an annual fee of $400.

Cost of Advertising Reduced Fifty-eight Per Cent.—Under Common Council the city government advertised in seven local newspapers, paying an average rate of 84 cents an inch for all official advertising. Under the Board of Commissioners the rate has been reduced to an average of 34¾ cents an inch, and but four papers are used. This is a decrease of 58 per cent. in the cost of printing official notices, or an annual saving of about $10,000.

City Almshouse.—When the Board of Commissioners took office the City Almshouse was found to be in a greatly run-down condition. The building under the Director of Public Affairs has been completely renovated and modernized as far as possible. The cost of maintenance of inmates has been substantially reduced and many permanent improvements have been made to the building, including the erection of modern fire escapes, installation of a new hot-water heating apparatus and system, and the reconstruction of the interior of the building so as to do away with small individual rooms and make way for the ward system. Notwithstanding these improvements, the cost of maintenance was reduced $5,968.93 during the first year of the Commission. The cost of maintenance per capita at the Almshouse during the Commission year ending February 29, 1913, was $3.45 a week. This low figure was made pos-

sible by the purchase of all supplies in bulk and in the open market at the lowest possible figure. Out of the regular appropriation to the Almshouse during the last two years the Superintendent has been able to purchase new bedding and mattresses, an electric washer for the laundry, and to lay new floors and to paint the interior walls of the building. Out of the regular appropriation a day nurse is employed. The matron is also paid out of the regular appropriation to the institution. The daily average family at the Almshouse for the past year was 65.

City Physicians.—Under Common Council two City Physicians were employed, each of them receiving a salary of $500 a year. Under the Commission there are three city physicians, each receiving $500 a year. Besides caring for the indigent sick of the city in their homes, these physicians alternate in attendance at the City Dispensary. One of them looks after the indigent tuberculosis victims of the city, and makes regular visits to the Tuberculosis Hospital. These physicians also attend the sick in the city indigent institutions. During the last year the City Physicians made more than 1,800 visits. At the Municipal Hospital 4,232 visits were made by the tuberculosis physician.

Municipal Cemetery.—Under the Commission a new Municipal Cemetery has been established in Hamilton Township at a total cost of $2,335.63, including the cost of the land, erection of a shelter and tool-house, building of walks and planting of trees and shrubbery. In the old cemetery it was found that graves were not marked in many instances, and the bodies were often buried on top of each other and only a few feet under the top soil. The bodies in the old cemetery will be moved to the new one and each grave will be marked with a monument of modest size and design. A complete record will be made of every body and identification of old graves established where this is possible.

Dispensary and Dispensary Nurse.—Under the Commission a free city dispensary has been opened in the basement of the City Hall. Here free treatment is given to all of the poor of the city who desire it. The dispensary is in charge of the City Physicians, who alternate in their services there. They have the assistance of a trained Red Cross nurse. She assists in all of the dispensary work and looks after the tuberculosis cases among the poor outside of the hospitals. An idea of the field of work of the Dispensary and the nurse is obtained from statistics of this department for the period beginning June 1, 1912, and ending January 1, 1914. The nurse visited 1,566 tuberculosis patients in their homes; looked after 266 tuberculosis cases at the dispensary; assisted in 1,016 medical and 448 surgical cases at the dispensary, and dispensed 909 prescriptions at the dispensary and gave 252 on local drug stores.

MUNICIPAL HOSPITAL.

The Municipal Hospital, an institution for contagious diseases, has been completely repaired and modernized under the present administration. The old house inherited by the Board of Commissioners has been made practically new by painting, changes in the interior arrangement and installation of a new heating plant. Through abolition of the position of Superintendent of the Municipal Hospital, who received $600 a year with maintenance, the two items amounting to about $1,000 a year, an annual saving has resulted. The work formerly done by him is now consolidated with the office of Superintendent of the Tuberculosis Hospital.

Dental Clinic.—Poor children of Trenton have the advantage of a free dental clinic, located in the City Hall, where a graduate dentist cares for the teeth of all applicants coming within the indigent class. During the first year of the clinic 1,166 patients were treated, at a total cost to the city of $622.75. The work of this department will be enlarged this year.

Municipal Tuberculosis Hospital.—The Board of Commissioners and the Director of Public Affairs have established and widened the scope of a municipal hospital for indigent tuberculosis victims. This hospital was opened during the last few weeks of Common Council, but its development has been exclusively the work of the Commission. During the period beginning August 7, 1911, and ending November 30, 1913, a total of 275 patients were cared for. The daily average family at the institution was 24 patients, and the weekly maintenance cost per capita was

$10.85. This institution is one of the best of its class in this section of the United States. The treatment is rest and proper food. For children who are inmates a school in which the fundamental subjects are taught is conducted, the teacher being a patient. For the eleven months ending January 21, 1914, Trenton received from Mercer and other counties $13,078.06 for the care of tuberculosis patients in the Tuberculosis Hospital. The total appropriation for the hospital was $16,000, from which amount the income should be deducted, thus reducing the actual cost of the institution to the city to $2,931.94 for the period, which sum was spent for improvement of the building.

Cost of Drugs Decreased.—The Director of Public Affairs practically abolished the practice of having prescriptions of the City Physicians filled at drug stores. The city now purchases its drugs for the Dispensary and Municipal Hospital in bulk. Ninety per cent. of the city's prescriptions for the poor are filled at the Dispensary, decreasing the cost of them to the city from anywhere between 30 and 80 cents each to a few cents each.

Overseer of the Poor.—The department of the Overseer of the Poor, which has charge of all in and out-door relief work among the poor, has been thoroughly systematized under the Commission. It is now made up of the Overseer and a clerk. The Overseer devotes all of his time to the outside work, while the clerk looks after the office routine. Notwithstanding the addition of one man to the department, the cost of maintenance during the first year of Commission Government was reduced $500, and $25.23 the second year. During the year ending last February the Overseer of the Poor cared for 50 admissions to the Almshouse; arranged for reception of 136 patients to the Tuberculosis Hospital; handled 1,190 relief cases in his office; investigated and prosecuted 166 desertion and non-support cases, and cared for 849 cases in the City Dispensary.

Effective Sealing of Weights and Measures.—The department of Sealer of Weights and Measures has been completely reorganized under the Commission and the Director of Public Affairs. During the last two years of Common Council the then sealer handled a total of 10,926 pieces. Under the new sealer 9,819 pieces were handled during the

first eight months of Commission Government, or within 1,107 as many pieces as were handled in the two preceding years. From April 1, 1912, to February 28, 1913, the present sealer handled a total of 14,228 pieces in his crusade for honest weights and measures, or nearly 4,000 more pieces in ten months under Commission Government than were handled in two years under the old system. This reform has resulted in the saving of thousands of dollars to citizens, who are now receiving honest weights and measures in return for money spent.

From April 1, 1912, when the present Sealer of Weights and Measures took office, until January 1, 1914, a total of 32,324 weights and measures were inspected by him, and of this total 2,739 pieces were condemned. The number of pieces condemned represents nearly eight and one-half per cent. of all the pieces handled. Condemnation of these weights and measures means that they were taken from the possession of those who were using them and destroyed, necessitating replacement of them by new and honest weights and measures, thus giving the patrons of the merchants who used the incorrect weights and measures honest return for their money. Besides the weights and measures condemned, the Sealer adjusted a total of 3,076. Some of these pieces were over-weight or over-measure, but the great majority of them were short, and use of them made purchasers pay for more than they received. The detailed statistics of the work of the Sealer of Weights and Measures may be consulted at any time in the office of the City Clerk. The Sealer caused prosecution of 30 merchants who used short weights, and in police courts fines to the total of $350 were collected.

Dog Registrations Increased.—Trenton has an ordinance requiring the registration of all dogs, and the payment of an annual license fee of $2 for each dog. This ordinance was not enforced under Common Council, and the result was that not more than 50 per cent. of the dogs in the city were registered each year. In 1909 and 1910 the total number of dogs registered was 5,140. Under Commission Government a police canvass was made in 1911 to determine the number of dogs in the city and to force registrations. The effect was that in that year 2,993 dogs were

licensed, although the police work was not started until late in the year, after the Commission was inaugurated. In 1912 the total number of registrations was 4,002. The total for 1913 will be about the same as for 1912. This activity means an added income of about $2,000 a year to the city. Compulsory registration also decreases the earnings of the dog catcher, who receives $1 for each unlicensed dog he impounds. Every dog registered is one less for the net of the dog catcher, consequently a direct saving to the city.

LEGAL DEPARTMENT.

Shortly after the commission form of government became operative in this city, the legal department was reorganized by the appointment of Charles E. Bird, as City Counsel, and Charles H. English, as City Attorney.

A comparison of the cost of operating the department under the old councilmanic system and the present form of government is shown in a tabulated statement accompanying this report. The advantages of the present system in this regard will be found in the fact that, as now instituted, all the legal business of the city, and of its various boards and departments, is conducted by the legally appointed law officers of the city, without outside assistance, at a cost definitely fixed and known in advance, and this notwithstanding the fact that a large amount of important litigation has arisen during the past two years, to say nothing of the unusual work involved in interpreting, constructing and applying the numerous provisions of the Walsh act, and in working out its practical operation as applied to the various city departments.

Under the former organization of this department, its facilities were not such as to enable it at all times to cope with the work properly falling within the scope of its duties, with the result that upon numerous occasions, and particularly during the last year next preceding the adoption of the provisions of the Walsh act in this city, it became necessary, from time to time, for the city to employ assistant counsel to conduct much of the litigation in which it was interested. Certain of its subordinate bodies also,

such as the Board of Health and the Board of Water Commissioners, regularly retained their own counsel, either at a fixed annual salary or upon some other form of compensation. As to the work accomplished by the legal department during the first year, as already intimated, a large portion of the time of the department has been devoted to assisting the various Commissioners in reorganizing their departments in conformity with the provisions of the Walsh act, and in getting them in proper working order. A large part of each day is spent in consultation with the several Commissioners and in giving them legal advice in the multitude of questions that have naturally arisen concerning the affairs of the departments over which they respectively preside.

In addition to the preparation and presentation of this litigation this department has drafted, by direction of the Board of Commissioners, many legislative bills, ordinances, resolutions, contracts, and petitions to the Board of Public Utility Commissioners, and has also prepared and delivered to the different Commissioners, and various city officers, many legal opinions. The department has likewise commenced and prosecuted to completion proceedings for the acquisition of private lands for different public improvements. All questions respecting assessments for betterments arising in the courts have been handled by this department and have terminated favorably to the city. This department has also prosecuted many cases in the Police Court during the past two years.

The preparation of the records of all proceedings relating to the issuance and sale of bonds has also been made a part of the duty of this department under the present scheme of government, and has entailed considerable thought and effort as the result of the change in the form of government. The present scheme of government was entirely novel and many interesting questions arose which necessitated considerable explanation. All of these questions were met and solved to the complete satisfaction of the legal representatives of the bond purchasers.

The work to which reference has been made required the presence in the office of the individual members of this department from nine o'clock in the morning until five

o'clock in the afternoon of each working day, and in fact further required their presence in the office, in many instances, at night and on legal holidays.

RAILROAD PROPERTY IMPROVED.

Early in his administration the Director of Public Affairs opened negotiations with the Pennsylvania Railroad Company with the end in view of obtaining the company's co-operation in improving a number of adverse conditions surrounding railroad property, or property owned by the Pennsylvania system. In consideration of the aid of the Mayor with respect to the selection of a site for a railroad bridge across the Delaware River below Trenton, the Pennsylvania Company signed an agreement in which it pledged itself to do the following things:

(1) To deed to the city at a fair price about 150 feet of property along the river front, suitable for docks and wharves;

(2) To deed to the city at a fair price certain lands along the Assanpink Creek for park purposes;

(3) To replace old wooden canal bridges with new and ornamental iron ones, within five years, at eleven points where the canal and canal feeder cross public streets;

(4) To erect safety gates at all railroad and canal crossings for the protection of life and limb.

The company began to carry out this program in the fall of 1912, when a new bridge was erected at the feeder crossing on Prospect Street.

The city has asked the company to replace old wooden bridges at five points in the city during the fall and winter of 1913-1914. As a part of its policy to improve the property in Trenton, the company is now erecting an iron street-wide bridge of the lift type across the canal on East State Street.

The company, in addition to the work set out in its agreement, proposes to erect a new freight station north of Perry Street, and to abandon the present one on East State Street. Property for this purpose has been bought and the plans are being perfected. It is also a part of

the company's program in Trenton to modernize the facilities at the passenger station on South Clinton Avenue.

This new spirit between the city and the railroad company is directly the outcome of the determination of the Board of Commissioners that corporations shall have no greater privileges in Trenton than individuals. The railroad company has expressed willingness at all times to co-operate with the city for the improvement of conditions surrounding railroad property.

FREDERICK W. DONNELLY,
Mayor and Director of Public Affairs.

Department of Revenue and Finance.

This department is composed of the office of Comptroller, Treasurer, Receiver of Taxes, Commissioners of Assessment of Taxes and Trenton Water Works, and has general supervision of all financial matters.

SALARIES.

Upon the organization of the Commission it was found that many of the officials were not giving their full time to the affairs of the city. These offices were reorganized so as to compel all employes to give their entire time to the work, and by the abolition of unnecessary positions, reduction and rearrangement of salaries, the department is being conducted with a yearly saving in salaries of $10,280.00, as follows:

	Old System.	New System.	Increase.	Decrease.
Director and Stenographer	.....	$3,520 00	$3,520 00	.....
Comptroller's Office	$4,700 00	3,500 00	.....	$1,200 00
Treasurer's Office	5,300 00	3,200 00	.....	2,100 00
Receiver of Taxes' Office	6,600 00	4,200 00	.....	2,400 00
Commissioner of Assessment of Taxes' Office	10,000 00	6,700 00	.....	3,300 00
Trenton Water Works Office	11,400 00	6,600 00	.....	4,800 00
	$38,000 00	$27,720 00	$3,520 00	$13,800 00
Less Increase				3,520 00
Decrease in Salaries				$10,280 00

ACCOUNTING CONTROL.

While it was found that many of the records and much of the work in connection with the finances, prior to the organization of the Commission, were of high order, it was deemed advisable to install a modern system of accounting and surround the financial offices with methods for carrying on the work in accordance with approved business principles. This system gives the Comptroller complete accounting control over every department, and is so arranged that the exact status of any account can be ascertained at any time.

An order system has been installed for the purchase of supplies. This system has abolished the practice of goods being purchased indiscriminately by unauthorized employes, and places the control of all purchases in the hands of the Director. In addition to the economy effected, it also makes it possible for the Comptroller to prevent overdrawing appropriations by being able to determine the amount of unpresented claims.

The practice of taking a yearly inventory has been instituted, which gives the location and value of all land, buildings, equipment, supplies, etc., belonging to the city.

As a result of these business methods it is now, for the first time in the history of the city, possible to have at the close of each month a General Balance Sheet, similar to that of any well regulated corporation. This balance sheet is divided into two sections. The Capital Section shows the assets which are applicable to and the liabilities which are incurred for purposes other than that of the administration of the general city government, and the Current Section, those assets and liabilities which relate to the operation of current affairs. Thus it is possible to determine by the Capital Section—

(*a*) The amount of city property;
(*b*) Sewer and street improvement assessments unpaid;
(*c*) Cost of sewer and street improvements unassessed;
(*d*) That portion thereof chargeable to the city;
(*e*) Cash on hand to the credit of the several accounts;
(*f*) Amount of the Sinking Fund;
(*g*) The bonded indebtedness;
(*h*) Obligations for street improvements;
(*i*) Accounts payable;
(*j*) Reserves;
(*k*) The capital surplus, which is the excess of the assets over the liabilities.

The current section shows—

(*a*) Uncollected tax by years;
(*b*) Cash on hand;
(*c*) Loans in anticipation of tax;
(*d*) Accounts payable;
(*e*) Unexpended balances of previous years;
(*f*) Revenue surplus, or deficit, as the case may be.

This balance sheet is supported by various statements which makes it possible for each Director to have such detailed information as will assist him in the proper administration of the finances of his department. It has eliminated the publication of yearly reports of each office, and made it possible for the Comptroller to issue one general financial report.

REVENUE DEFICIT.

The Commission assumed a revenue deficit on August 21, 1911, of $61,807.39. Instead of issuing bonds as of that date to meet any deficiencies, it was deemed more advantageous to meet such deficiencies gradually from surplus revenue, etc., and thus save at least a number of years' interest on such bonds. This deficit is now $16,045.55, having been reduced by $45,761.84. By this method at least ten years' interest on $60,000 of bonds at 4½ per cent. is saved, amounting to $27,000.

FLOATING DEBT.

This debt is represented by notes issued in anticipation of the collection of tax, and on August 21, 1911, the amount outstanding and assumed by the Commission amounted to $817,700. Two years later, on August 31, 1913, it amounted to $657,000, showing a reduction under the administration of the Commission of $160,700. Comparing the debt on December 31, 1911, of $772,700, with that on December 31, 1913, two years later, of $421,000, shows it to be $351,700 less.

Comparing the debt on December 31, 1913, of $421,000, with that assumed by the Commission on August 21, 1911, of $817,700, shows a decrease of $396,700. This is partly due to the fact that nothing has been borrowed as yet on account of the 1913 tax. Granting that $200,000 will be borrowed, a decrease of $196,700 will be shown in the floating debt. Under the present tax law it is impossible to compel the payment, within the fiscal year, of the entire tax levy, therefore the city being operated on a revenue

and expense basis, it is necessary to borrow to an amount equal to the tax unpaid.

It will be the policy of this department to endeavor to create a working capital from surplus revenue and unexpended balances of each year, and thereby obviate the necessity of borrowing in anticipation of tax, and bring about the saving of approximately $25,000 a year in interest charges.

DELINQUENT PERSONAL TAX.

Under the councilmanic system no effort was made to enforce the collection of personal and poll tax, notwithstanding there was sufficient legislative authority for the appointment of delinquent collectors with power to compel the payment of this tax. This neglect was responsible for the existence of the revenue deficit of $61,807.39, and for a considerable portion of the $817,700 of outstanding floating debt assumed by the Commission. Acting under the same legislative authority that existed under the previous administration, the Commission appointed a Delinquent Personal Tax Collector. He began his work in May, 1912, and has since collected, without expense to the city, $75,000 that otherwise would have been lost. This work is to be continued, additional collectors will be appointed, and efforts made to educate the people to the necessity of paying this class of tax. By reason of this effort a bond issue to fund a portion of the floating debt assumed will undoubtedly be avoided. The collection of the $75,000 referred to has resulted in the saving of the principal of a $75,000 bond issue, plus interest, for twenty years at 4½ per cent., of $67,500, or a total saving of $142,500.

DEPARTMENT ADMINISTRATIVE EXPENSE.

Notwithstanding a decrease in salaries, the efficiency of the department has been increased, each office handling a greater amount of business than before, and doing it promptly and according to business methods.

A comparison of the operating expenses of this department for the year ending February 28, 1911, is interesting when the increased amount of work handled is considered.

Tax Office—The expense of this office has been decreased 16.07 per cent, while the amount of business transacted, represented by money received, increased 25.71 per cent. To handle this increased business has entailed more work, in view of the fact that personal tax bills were separated from the real estate bills, thereby increasing the number of items to be handled by several thousand.

Treasurer—This office shows a decrease in expense of 23.30 per cent., and an increase in business represented by a .05 per cent increase in receipts, and a 10 per cent. increase in disbursements.

Comptroller—Notwithstanding that the Comptroller's office has been brought up to its true relation to the city government as an accounting department, with the large amount of details accompanying such work, the operating expense has been reduced by 21.69 per cent.

Assessors—This board was decreased from five to three members. Its work was so promptly and efficiently performed that it was possible to render the 1913 tax bills three weeks earlier than ever before. The expense has been decreased by 19.88 per cent. The ratables have increased 9 per cent., and the amount of poll tax assessed increased 10.20 per cent., both of which represent a proportionate increase in amount of work performed.

Water Office—By reason of the previous method of keeping accounts in this office, it is difficult to arrive at a proper comparison, so far as the operating expense of the office is concerned, as distinguished from the general maintenance account of the department. The salaries were reduced by $4,800, and the increased business handled, represented by increase in water rents, is 17.72 per cent. In addition this office has been required to re-write records dealing with about 25,000 separate accounts.

GENERAL ADMINISTRATIVE EXPENSE.

A comparison of the following items on February 28, 1913, is made with those of February 28, 1911:

Interest on bonds has increased 10.83 per cent., due to the issue of bonds for street improvements, schools, harbor,

parks, sewage disposal, repaving, river wall and fire department.

Interest on Temporary Loans increased 17.90 per cent., due to the necessity of borrowing in anticipation of taxes that had not been paid, and to a large amount of Comptroller's warrants outstanding at the organization of the Commission on account of street improvements.

Principal on Bonds, being the proportionate amount of each bond issue paid into the Sinking Fund, increased 18.50 per cent.

Free Public Library appropriation increased 8.79 per cent.

Free Dental Clinic expense was nominal until 1912-13, when an appropriation of $720.28 was made. This may be considered as a 100 per cent. increase.

Art School showed neither increase or decrease in appropriation.

The District Court, while a State institution, has its expenses paid by the city, which in turn collects its revenue. There has been an increase in expense of 5.95 per cent. due largely to increase of salary by mandatory legislation.

Contingent Account—It is somewhat difficult to arrive at a proper comparison of this account, owing to the fact that in 1910-11 various items were charged to it that are now charged to the various offices. Eliminating such items, a total for 1910-11 of $5,951.74 is shown, as against $9,068.06 in 1912-13, or an increase of 52.20 per cent. This increase is wholly due to a 200 per cent. increase in the expense of the Fourth of July celebration, and the cost of instituting the accounting system.

The City School Appropriation has increased 36.20 per cent.; the County Tax, 8.95 per cent., and the State School Tax has decreased .67 per cent.; over all of which the Board of Commissioners has no control, but is charged with the duty of providing money to meet the appropriations.

TAX RATE.

The rate was $1.96 per $100 for the year 1910-11. On August 21, 1911, it was found that insufficient appropria-

tions had been made for 1911-12, making it necessary for the Commission to revise the appropriations, which resulted in a tax rate of $2.12 per $100. For the year 1912-13, the rate was reduced to $2.10 per $100, while for 1913-14 it was increased to $2.18 per $100. This increase of eight cents over 1912-13 was by reason of increase in County Tax, City School Appropriation and State School Tax, over which the Commission has no control, otherwise it would have been possible to reduce the rate to $2.08 per $100.

EDWARD W. LEE,
Director.

Department of Public Safety.

This department embraces the divisions of Fire, Police, Health, Garbage and Ashes, Excise, Building Inspection and Police Courts. It has, therefore, been necessary to cover each separately, together with comparisons of salaries and other expenditures, and it has been the aim of the Director to make accurate comparisons.

SALARIES AND REVENUE.

	SALARY			
	Old System.		New System.	
Director of Public Safety			$3,000 00	
Stenographer		.....	520 00	$3,520 00
*POLICE COURTS.				
Judge, Police Courts	$4,000 00		$3,000 00	
Clerk, Police Courts	2,400 00	$6,400 00	1,800 00	4,800 00
POLICE DEPARTMENT.				
Board of Police Commissioners (4 members)..	$2,000 00		Abolished.	
Chief of Police	2,400 00		$2,200 00	
Clerk to Police Dept.....	1,560 00	5,960 00	1,320 00	3,520 00
FIRE DEPARTMENT.				
Board of Fire Commissioners (4 members)..	$2,000 00		Abolished.	
Chief of Fire Dept.	2,400 00		2,200 00	
Clerk to Dept. and Deputy Director, Public Safety	1,300 00	5,700 00	1,800 00	4,000 00
Police and Fire Surgeon..		1,030 00		900 00
EXCISE.				
Board of Excise Commissioners (5 members)..	$1,500 00		Abolished.	
License Inspector, appointed Detective in Police Dept. and detailed as General License Inspector	1,200 00	2,700 00	1,200 00	1,200 00
HEALTH.				
Board of Health (7 members)	No salary.		Abolished.	
Secretary	$300 00		Abolished.	
Treasurer	300 00		Abolished.	
Registrar of Vital Statistics, etc., fees about	2,500 00		Abolished.	

* The salary account for Police Courts was originally reduced to $3,200, but the salary of the Police Justice was mandatorily increased by law, in 1913. This law limits the jurisdiction of Justices of the Peace to taking complaints only, and requires such justices to refer the complaints and remand the prisoners to the Police Justice, who is required to hear all such cases.

	SALARY			
	Old System.		New System.	
Health Officer	$1,500 00		$1,800 00	
Deputy Health Officer and Sanitary Inspector	1,000 00		1,200 00	
Registrar of Vital Statistics and Clerk to Departemnt	900 00		1,200 00	
Sanitary Inspector	1,000 00		1,000 00	
Meat Inspector	1,500 00		1,500 00	
Plumbing Inspector	1,500 00		1,500 00	
Dairy Inspector	.....		1,200 00	
Clerk	.....		900 00	
Fees, formerly paid for serving health notices, now served by police	200 00		.....	
		$10,700 00		$10,300 00
BUILDING INSPECTOR.				
Building Inspector	$1,300 00		$1,300 00	
Asst. Building Inspector.	1,000 00		1,000 00	
		2,300 00		2,300 00
GARBAGE AND ASHES.				
Superintendent	$1,800 00		$1,800 00	
Asst. Superintendent	1,200 00		Abolished.	
		3,000 00		1,800 00
Dog Catcher (fees)	.....		.....	
		$37,790 00		$32,340 00
Annual reduction in salaries			$5,450 00	
To this should be added the increase in salaries of Police Justices and Clerk, made under the law of 1912			1,600 00	
*Annual reduction in salaries				$7,050 00
During the fiscal year ending February 28, 1912, the Dog Catcher was paid, for 4,063 unlicensed dogs caught	$4,063 00			
During the year 1912 he was paid, for 2,747 unlicensed dogs caught	2,747 00			
The saving to the city for the year 1912 was			$1,316 00	
In 1912 the number of dog licenses taken out was	4,002			
In 1911 the number was	2,993			
Increased number taken out by reason of police canvass was	1,009			
License fee, at $2.00 each			2,018 00	
†Total amount in saving and increased revenue for 1912, by reason of police canvass				$3,334 00
The License Inspector has compelled peddlers, junk dealers, etc., to take out mercantile licenses, not heretofore supervised, at an *annual increased revenue*				350 00
Total annual reduction in salaries and increased revenue				$10,734 00

* To this "Reduction in Salary Account" should, quite properly, be added the saving in fees paid to the Dog Catcher, and the additional sum paid into the City Treasury by reason of having the Police Department make a canvass, from house to house, for unlicensed dogs. Previous to 1912, this was never done.

† The figures for 1913 will make a still better showing.

HEALTH BUREAU.

In the report of "Salaries," I have shown that the city has been enabled to employ a Dairy Inspector at a salary of $1,200 per annum and an additional clerk in this department at a salary of $900 per annum, and increase the salary of the Health Officer and of one clerk $300 each per annum, and still save $400 per annum by abolishing the Board of Health, which action carried with it the fees of the Registrar, and the salaries of the Secretary and Treasurer of the Board of Health.

COMPARISON OF EXPENDITURES FOR FISCAL YEAR ENDING FEBRUARY 28,

1911	1912	1913
(*a*) $12,211.95	(*b*) $12,339.31	(*b*) $14,860.00

(*a*) Exclusive of amount appropriated for Municipal Hospital but includes amount paid from "Contingent Account."

(*b*) Includes $600 for purchase of automobile for Plumbing Inspector; $1,760.50 for automobile for Dairy Inspector and $600 for automobile for Sanitary Inspectors and for use of taking patients with contagious diseases to the hospital, or a total expenditure for automobiles of $2,960.50, leaving a maintenance charge for 1913 of $11,899.50. We have increased the efficiency of this bureau by 33 1-3 per cent. without increasing the ordinary cost of maintenance.

COMPARISON OF RECEIPTS FOR FISCAL YEAR ENDING FEBRUARY 28,

	Marriage Licenses.	Filing Plumbing Plans.
1911	Fees Retained by Registrar	$3,698 25
1912	9 months' fees $221 00	3,349 75
1913	1,083 00	2,947 25

NEW POLICY INAUGURATED.

The first and most important policy established was that of absolute impartial treatment of all persons. That persons of influence were to be accorded no more consideration than those in the humbler walks of life. In pursuance of this policy, one person who owns about seventy houses in one street was forced to connect those houses with the sewer, although he had successfully evaded doing so under the old Board of Health for six years. Other instances could likewise be cited.

The second policy was to make the department as efficient as possible with the small number of assistants employed.

WORK OF SANITARY INSPECTORS.

Our population has about doubled in the past eighteen years and yet the number of Sanitary Inspectors remains the same—two—and two only for a city of 100,000 populaiton. The purchase and use of an automobile has greatly facilitated the work of these two inspectors, as the following table will show:

	1912	1911
Nuisances abated	880	320
Nuisances to be abated	107	385
Conditions did not warrant action	388	255
Referred to other departments	71	25
In process of adjustment	90	122
Privies condemned	110	172
Notice to sewer sent out	439	630
Re-inspections	1,052	99
Totals	3,137	2,008

Maintenance cost of auto, per annum $350 00

The above is only part of the work done by the two Sanitary Inspectors. In addition they place placards on all houses where contagious diseases occur; fumigate all houses where they have this class of disease; notify the school authorities about them, so that children will be excluded from school during the quarantine period; make a personal investigation of all cases of typhoid fever; collect all the data to be obtained therefrom for study purposes, and notify the milkmen of the presence of such disease, so that our supply of milk will not become infected with those diseases.

MEAT INSPECTOR.

In the division of meat inspection an average of over eighty head of cattle, each working day in the year, were inspected by the Meat Inspector.

	1911	1912
Cattle of all kinds inspected	21,274	24,938
Cattle of all kinds condemned	194	312

In addition to inspecting and passing and condemning cattle, the Meat Inspector has at all times tried to improve the sanitary condition of all slaughter houses and meat stores in the city; however. as the slaughter houses are licensed by the State Board of Health, such licenses practically remove the sanitary condition of slaughter houses from the jurisdiction of this department. The ideal condition for this and every other large city in the State would be a municipal slaughter house. Better and more effective work could be done by the Meat Inspector and present unsanitary conditions would be wholly eliminated from various parts of the city. The Director of Public Safety had prepared and presented to the Legislatures of 1912-13 a legislative bill giving cities statutory authority to establish municipal slaughter houses, but notwithstanding his efforts the bill failed to pass.

PLUMBING INSPECTOR.

Previous to the advent of Commission Government, the Plumbing Inspector was unable to make but few final tests of plumbing work done throughout the city. By the purchase of an automobile costing $600, and a maintenance charge of about $380 per annum, the Plumbing Inspector made 2,000 more inspections during 1912 than was ever made in any one year previously, the majority of which were final inspections. We feel that this increased efficiency has added greatly to the health of our citizens, as nothing is more dangerous to health than defective plumbing.

MILK INSPECTION.

Immediately after the organization of Commission Government, the Director of Public Safety added a Dairy Inspector to this department. The inspection of dairies has entailed traveling in an automobile a distance during the year 1913 of approximately 11,000 miles, covering nine counties in this State and Pennsylvania, and takes in a territory ranging from Reigelsville, N. J., to New Egypt, N. J., and from Lumberville, Pa., to Bristol, Pa.

INSPECTION STATISTICS.

	1913	1912
Inspected local depots	103	130
Inspected local depots re-inspected	12	36
Inspected creameries	10	2
Inspected Dairy Farms	374	425
Dairy Farms re-inspected	....	25
Inspected receiving stations	6	6
Inspected milk wagons	140	175
Inspected cows	6,200	6,200
Quarts of milk used	31,000	30,000
Creameries sending milk to Trenton	5	4
Dairies sending milk to creameries	266	266
Milk supplies stopped	2	5
Lactometer tests made	160	221
Milkmen fined	....	1
Number of dairies discontinued on account of inspection	86	....
New dairies added and inspected	31	....
New dairies reported but not yet inspected	50	....
Dairies under ban of department	15	....
Dairies reinstated	2	....
Samples taken and tested	27	....
Miles traveled	11,000	7,500

Maintenance expense for auto	$584 00
Road expenses	73 85
Traveling expenses to Rochester, N. Y., for instructions	51 00
Maintenance expense for 1913, exclusive of salary	$708 85

Inspector Maple reports that of the 374 dairies subjected to re-inspection, 28 received a score of 70 per cent. or over; 182 scored between 60 and 70 per cent.; 139 scored between 50 and 60 per cent., and 25 fell below 50 per cent., making a general average of 62.75 per cent., or two points and a fraction above the requirements of the Dairy Division of the State Board of Health.

When these dairies were subjected to the first inspection in 1912, 80 per cent. of them received a score of less than the required 60 points. At the recent inspection 210 of the 374 scored above the required 60 points, showing an improvement over the former inspections on all dairies, good and bad, of over 30 per cent., which to us is a very encouraging sign, as it tends to show emphatically that the milk being produced at present and distributed throughout our city has been benefited just that much by the campaign of compulsory education we have been trying to carry out.

There should be no need of calling attention to the value of the work of this division, as impure milk enters largely into the mortality of infants and stomach diseases of adults.

AGGRESSIVE ENFORCEMENT OF THE LAW BY THE REGISTRAR OF VITAL STATISTICS

Previous to 1912 there was little effort made to enforce the filing of birth certificates, for the reason that it was not desired to offend quite a few physicians who were lax in this respect. But 1,646 births were reported for 1911, or nearly 400 less births than deaths. During the year 1912, 3,075 birth certificates were filed, or over 1,400 more than were reported in 1911.

This is an important matter, as the legitimacy of a child may depend upon the filing of a birth certificatae. And in addition, birth certificates are required under the Child Labor Law.

FIRE.

Since August 21, 1911, under Commission Government, so many improvements have been made in the Fire Department, over the old system followed, that its efficiency has been doubled.

This increased efficiency, by reason of the continuation of motor apparatus, the creation of new fire companies and the addition of men to each of the companies, has resulted in cutting down the average fire losses by at least 75 per cent. For with the old department of horse drawn apparatus and unprotected territories, the average losses were from $100 to $6,000. Now the average is from $10 to under $3,000.

The growth of building operations also, in the last five years, has increased the number of fire calls, approximately, 33 1-3 per cent.

The department has been able to cope with this increased number of calls and to keep down the fire losses, by the flexibility of its motor apparatus, which is quick to respond and as quick to return to its quarters for another call. In this connection also must be taken into consideration, the formation and duties of the auto auxiliary squad, which answers all alarms during meal hours of other companies.

ECONOMY AND EFFICIENCY OF NEW MOTOR APPARATUS.

The auto aerial truck has relieved the former necessary division of duty by the two horse drawn trucks.

It has all of the long runs, and frequently answers three or more long distance calls within a period of time that would exhaust horses. It has also been the means of permitting the organization of a new truck company in the eastern section of the city.

The opening of the new house on Stuyvesant Avenue, and the installation of the auto combination pumping engine, in accordance with the requests of the taxpayers of the western district will afford protection to that section, and will give protection to the center of the city during third alarm operations of district companies.

Motor combination hose and chemical apparatus, at Engines 3 and 5, enables these companies to carry more hose and to place in operation more quickly the chemical apparatus carried. These two pieces save $900 annually in department maintenance—the cost of keeping and depreciation in value of four horses.

The new extra first size Metropolitan engine at Company No. 3, in addition to its value for heavy duty at fires in large manufacturing plants, has given a second size engine to No. 5 Company, replacing a completely worn out engine (thirty years old), formerly kept in service there.

The new house, engine tractor and motor combination hose and chemical apparatus, proposed for Engine Company No. 2, on South Broad and Bridge Streets (to take the place of the present No. 2 Engine House, which was condemned twice by former Building Inspector Stevenson and once by Building Inspector Hancock), will save $1,100 annually, in upkeep expenses, or an amount equal to the interest charges on the bonded indebtedness for the new house. In addition, at least $10,000 will be saved in cost of constructing the house. Extra hose tower capacity and space for an additional auto combination engine will be features in the new house.

With the installation of motor apparatus and tractors, where practicable, a reduction in company upkeep will be found, also in the prolonged life of the apparatus flooring, which is becoming more expensive each year to replace, where torn out by the calks of the horses' shoes. Renewal of stable flooring and stall partitions will also cease.

ADDITIONAL APPARATUS EQUIPMENT.

The latest apparatus purchased, both steam and automobile, is equipped with either solid or pneumatic rubber tires and band brakes, and have life nets, scaling ladders, roof ladders, life lines, relief valves, extra wheels and numerous extra appliances and parts called for in specifications gotten up by this department.

As the older apparatus was not so equipped, considerable outlay has been necessary during the past two years in supplying such company apparatus with these necessities, which mean a saving in maintenance and are important factors in fire fighting and life saving.

The Pulmotor, purchased one year ago, has saved two lives, and the three rescue outfits, recently provided, adapted for smoke and ammonia fumes, are needed adjuncts to other equipment.

The oxy-acetylene welding and cutting outfit for use at fires in jails, prisons, hospitals and banks, purchased in 1912, has also proven useful and economical in machinery repair work.

In addition to the purchase of complete and up-to-date equipment, the ideas gained by the two department captains who were sent last year to the New York City Fire Department School of Instruction, as well as the schooling of the Master Mechanic at the factory of the Webb Company, have greatly benefited the city and the department.

HOSE.

This subject is of interest to all fire departments, and at no time in the history of the Trenton Department has it had the present quantity of dependable hose. Eight thousand feet of 2½-inch hose has been purchased in the past two years, and the quantity of serviceable hose on apparatus and in tower is 27,000 feet of 2½-inch and 6,500 feet of 1-inch chemical hose.

During the past two years hose has been purchased under rigid specifications and inspected and tested by Underwriters' Inspectors for the city, from the raw rubber and cotton to the couplings and final testing of the hose. Two thousand additional feet of hose will be purchased this year in order to partly comply with the Underwriters' requirements for departments of the size of this city.

ADDITIONAL MEN.

In October, 1911, nine additional men were added to the department, in order to keep the necessary working crew in each company during meals and vacation periods, and to meet the short-handedness facing the department and occasioned by granting, six years ago, the members of the department one day's leave of absence in each six days, without making provision for a full company.

In April, 1913, three men were added to No. 3 Engine crew to properly man the extra first size engine installed in that company, to increase its efficiency.

In August, 1913, a full company of eight men was organized and attached to the new Truck Company, No. 3, in the eastern district.

January 16, 1914, four of the crew of the new Engine Company, No. 8, for the western district were appointed to be drilled in the service before the opening of the house on the first of February, when a captain and lieutenant will, of necessity, have to be appointed.

Two vacancies for the new company are awaiting an eligible list from the Civil Service Commission.

With these membership appointments and company organizations, the department will comprise the following manual force, *i. e.*, one chief, two assistants, one superintendent of machinery, twelve captains, twelve lieutenants, one chauffeur attached to headquarters, six engineers of steamers, five first and five second operators of auto apparatus, two first and two second operators of auto combination hose and chemical apparatus, sixteen laddermen and forty-eight hosemen, bringing the total department active force to one hundred and thirteen.

HOUSE CONDITIONS.

Every fire station in the department, to the number of ten, has been thoroughly overhauled and repaired during the past two years. These repairs have been extensive. New roofs and roof repairs were found necessary at Engines 1, 3, 4, 5, 6, 7, Truck 2 and Truck 1. The interior and exterior of houses were repaired and painted. New flooring and floor repairs at Engines 1, 2, 3, 4, 5, 6, and Truck 1, Truck 2, and at Fire Headquarters. Mason work was required at Engines 1, 3, 4, and 5. Sidewalks were relaid at Engine 5.

New heating plants to replace worn out and obsolete plants were installed at Engines 2 and 5, saving coal and properly heating the houses. Pipe draft dampers (experimental) were installed at Engines 3 and 5 and Truck 3, and the saving in coal, noticeably in the operation of engine heaters, will warrant equipping each station with them.

In addition to the contract for remodeling the old Wilbur Borough Hall for Truck No. 3, this building had to undergo extensive repairs to roof, gutters, leaders, street pavements and ground, alley pavement, fencing, door, window and floor repairs, new heating plant, gas heating, gas piping, electric lights and fire alarm system installation, papering, etc.

New plumbing, including piping, toilet and bathroom accessories has been installed throughout the department and every building made as sanitary as it is possible to make it. Faulty original plumbing at No. 7 Engine made it compulsory to install an entire new system and to connect the wagon wash with the sewer, the latter never having been completed.

FIRE DRILLS INAUGURATED.

The drill tower for department members and novice training and drilling has been completed, and will be a valuable factor in department usefulness in saving life and property. Company drills, as instituted last year, will still continue.

FIRE PREVENTION INSPECTIONS INAUGURATED IN 1912.

Systematic inspection of all properties in each fire company district, during the past two years, must be given credit for the low percentage in increase of alarms of fire, and the small average fire losses in a city the size of Trenton. These inspections, which carry with them by law full authority for the enforcement of existing ordinances for the prevention of fire and storing of combustibles, have been the means of cleaning up inflammable rubbish in basements and buildings, and upon city lots, making them much less hazardous than was formerly the case. Also the members of the department gain, by reason of these inspections, a very valuable knowledge, in case of fire, of the interior construction of the buildings. In almost every instance dangerous conditions have been found to result from thoughtlessness on the part of tenants or owners. A willing compliance with regulations is now the rule.

A card index system shows each place inspected, the class of premises, conditions as regards storage and litter, and the number of notices to clean up served on the proprietor. Eight hundred such inspections were made from March 1913 to date, and re-inspections are now being conducted.

FIREMEN DETAILED TO THEATRES—INAUGURATED IN 1912.

The theatre detail of firemen has resulted in the enforcement of laws regulating fire prevention in theatres, as well as the instalment of fire fighting equipment and fire prevention and retardant devices. Present conditions in local theatres insure almost perfect security to the theatre-going public.

NEW EQUIPMENT FROM BOND ISSUES.

The Fire Department improvements, under the $62,500 bond issue of 1912, now about completed, comprises the following new apparatus and houses:

Truck company quarters, No. 3, eastern district	$2,600 00
Auto engine quarters, No. 8, western district	10,320 00
Gas electric motor truck with 75 feet aerial	9,900 00
Six-cylinder, 800 gallon combination pumping engine	7,340 00
Extra first size 1,200 gallon steam engine	6,400 00
Two 60 H. P. motor combination hose and chemical wagons	9,136 00
Drill tower for training department force	1,100 00
2,600 feet of 2½-in. hose	2,210 00
1,000 feet of 1-in. hose	240 00

NOTE—With the new steam fire engine, costing $6,400, there was exacted by specifications, $1,205 of extra equipment; with the new truck, costing $9,900, there was $600 of extra equipment; with the new motor pumping engine there is $800 of extra equipment—a deduction of $300 allowed for a self-starting device that did not prove efficient, and $227 deduction for adjustment of other items.

With the two chemical wagon chasses, at $3,200 each, there was $600 of extra fitting and a deduction of $22.50 for tools not furnished. The equipment for the two chasses cost $622; the two bodies carrying 1,450 feet of hose cost $485 each. Extra equipment cost $88 for each car: the total cost was $4,568 each, as against a list price of $5,500, without the same high-grade equipment and lacking many essentials placed on these cars.

EXTRAORDINARY EQUIPMENT PURCHASES.

From the budgets of 1912-13 and 1913-14, in addition to general maintenance and salaries, the department has been benefited by the following extraordinary purchases:

Chief's automobile of touring type, with ambulance equipment	$1,380 00
Asst. Chief's auto, Surrey type, equipped with 30-gallon chemical tank, hose and basket	1,900 00
Wind shields for auto apparatus	175 00
Drill tower equipment	529 00
Enclosing drill tower with sheet iron	186 00
Deluge outfits to be carried on the truck	428 00
Oxy-acetylene welding and cutting outfit	300 00
Pulmotor and 3 smoke protector outfits	257 00
Furniture for Engine 8 and Truck 3	626 00
New transmitter and switchboard for Fire Headquarters' telegraph system	385 00
Floor braces at Truck and Engine 1, Engines 2 and 3	373 00
New heating plants for Engines 2 and 5 and Truck 3	1,481 00
New slag roof and tinning roof of Truck 3	154 00
Equipment of tools for machine shop and plumbing supplies	445 00
Extra life nets	450 00
2,000 feet 2½-in. hose	1,700 00
4,000 feet 1-in. chemical hose	960 00
New horses	1,275 00
Painting and repairing horse drawn apparatus	900 00
House hot water boilers	200 00
New plumbing and street connections at Truck 2, Engine 5 and Engine 7	214 00
New apparatus floor and foundation at Engine 4	485 00
Repairing roof and chimney after wind storm at No. 4	126 00
Gasoline tank, pump and oil house at headquarters	235 00
Total of extraordinary expenditure from budget account	$14,784 00

COMPETITIVE PURCHASES.

All budget expenditures, other than fixed salary charges, have been made after careful investigation as to costs and discounts; and on general maintenance items and extraordinary expenditures, competitive bids have been asked. This has resulted in an annual saving of about $2,500.

Merchants and department supply houses are doing everything possible to meet the spirit of the new policy and to advance the city's interests by promptness, quality and price.

All machinery repairs for the past two years have been done within the department at a small outlay for the proper tools. The average saving in this direction has been $100 per month over the former method of having the work done outside.

COMPARISON OF BUDGET EXPENSES AND BALANCES.

	Total Budget.	Number on Pay-roll.	Salaries and Pension Account.	Hose Bought From Budgets.	Balance Returned.
1909-10	.....	96	$96,976 11	$2,228 73	$700 00
1910-11	$117,269 26	96	97,361 50	997 50	744 92
1911-12	(a)130,316 62	96-105	103,896 99	7,623 82	41 37
1912-13	139,342 62	105	(b)111,734 07	1,072 00	926 73
1913-14	155,481 25	105-120	(c)121,157 13	1,194 66	.....

(a) Incresed $8,000 October 19, 1911, to meet hose shortage and to add nine men to department force.

(b) Salaries increase automatically to eighth grade, which was reached last year by the older members in service.

(c) Membership increase caused by additions to companies and formation of new companies.

COMPARISON OF HOSE EQUIPMENT.

	Paid for New Hose.	Total No. ft. in Active Service.	2½-inch.	1-inch.
1910-11	$597 50	1,300 ft. below No. feet required	14,050	2,400
1911-12	(a)7,623 82	9,000 feet below	18,250	2,850
1912-13	1,072 00	5,000 feet below	22,550	5,300
1913-14	3,400 00	Standard to July 1, '13	27,450	6,500

(a) $5,000 of this amount was provided by the Board of City Commissioners.

COMPARISON OF HORSE-DRAWN AND MOTOR APPARATUS.

	Forage Cost.		Steam Engines and Hose Wagons Repairs and New Parts.
1908-09....	$5,181 00	7 steam engines	$1,395 32
1909-10....	5,190 50	7 steam engines	422 96
1910-11....	4,563 10	Automobile apparatus in service, 6 steam engines	892 90
1911-12....	4,318 15	Automobile apparatus in service, 6 steam engines	509 15

Cost to maintain Chief's horsedrawn buggy, 1906-7		$325 91
Cost to maintain Chief's auto 1911-12, fifth year of service:		
Gasoline and oil	$84 29	
New parts and repairs	68 91	
Tires and tubes	93 57	
		246 77
Cost to maintain horse-drawn Chemical, No. 1, 1905-6.....		$401 49
Cost to maintain Auto Chemical, No. 1, 1911-12, fourth year of service:		
Gasoline and oil	$110 98	
Repairs and new parts	93 37	
Tires and tubes	51 25	
		255 60
Cost to maintain Engine No. 1, horse-drawn, one year (1908-9) September to September		$893 44
Cost to maintain Auto Engine No. 1, one year (1910-11):		
Gasoline, oil, etc.	$109 52	
New parts and repairs	31 80	
Tires and tubes	106 45	
		$247 77
Cost to maintain Auto Engine No. 1 for one full year, to March 1, 1913:		
Special fittings and repairs (repairs based at 60c. per hour, but done by department's mechanics)		$137 87
Gasoline		71 25
Grease		1 60
Oil		14 00
Polish		4 00
Sponges		2 40
Chamois		3 00
Waste		3 20
Acetylene gas		4 00
Total		$241 32
Cost to maintain Truck No. 1, with 3 horses, 1911-12.....		$951 04
Repairs and new parts		64 79
Total		$1,015 83
Cost to maintain Engine No. 2, steam engine, hose wagon and 4 horses, for year ending March 1, 1913:		
Feed hay and shoeing, peat, moss, etc.		$693 85
Machinery account, repairs and new parts and engine heater coal		307 00
Kerosene, waste, oil, axle grease, etc		21 55
Total		$1,022 41

Two new horses, $590.

POLICE.

On August 22, 1911, the police roster showed a total force of 120 men. Since that date the department has been enlarged by creating the office of Captain of Detectives and by the following appointments: One Detective Sergeant (detailed to act as License Inspector); two additional Roundsmen (detailed to work in the Detective Bureau); fourteen additional patrolmen; two motorcycle policemen; one mechanician in the police garage and one stenographer; a total increase of twenty-one men.

COMPARISON OF SALARIES.

Fiscal year ending February 28, 1914	$154,830 00	
Amount of salaries for the 21 additional men appointed by the Board of Commissioners ..	14,872 00	
		$139,958 00
Amount of salaries for the fiscal year ending February 28, 1914, for 120 men; same number as of August 22, 1911		139,958 00
Salaries for 120 men for fiscal year ending February 28, 1911		120,745 80
Increase in salaries *made mandatory by law*.....		$19,212 20
Salaries, 21 additional men for 1913.....		14,872 00
Total increase as made mandatory by law and for the 21 additional men		$34,084 20

COMPARISON OF EXPENDITURES FOR MAINTENANCE FOR FISCAL YEAR ENDING FEBRUARY 28,

1909	1910	1911	1912	1913
$12,218 70	$12,268 00	$9,255 82	(*a*) $17,267 31	(*b*) $19,220.29

(*a*) Includes an appropriation of $3,071.64 for the Police Pension Fund. This was the first year that an appropriation was made to this fund. And under Chapter 247, Laws of 1910, it is mandatory upon the city to annually appropriate an amount equal to 1 per cent. of the salary account.—Also includes an item of $1,325 for a chassis for the auto patrol.

(*b*) Includes $1,484.07 for Pension Fund; $4,400 for new auto ambulance; $489 for printing police rules; $663.68 for alterations to chief's office, detective rooms and court room, and $524.14 for new furniture and equipment for detectives and clerk, or a total of extraordinary expenditures of $7,651.15, leaving a charge for maintenance account for 1913 of $11,659.14.

PATROLMEN TO SUPERVISE ALL PHYSICAL CONDITIONS IN THEIR PRECINCTS.

The old idea of police service was confined to "protecting life and property and preserving the peace." The Director has endeavored to enlarge the scope of police work by educating the members of the force that patrolmen must supervise all the physical conditions on their respective

beats. This has been somewhat difficult, for the reason that members of the department have never been furnished with copies of the ordinances they are employed to enforce. Nearly a year ago, the Director caused to be adopted a resolution authorizing the City Counsel to employ a special assistant to revise and codify the general ordinances of the city. This will be of material assistance and enable the Director to put into operation a plan for increasing the efficiency of this department.

POLICE TRAINING SCHOOL.

The Director intends to establish a Police Training School, intended *primarily* to properly drill and educate new appointees in all the branches of police work; and secondarily to properly educate the present members of the force. A competent person will be selected to instruct the men and deliver weekly lectures on the criminal law in its relation to police work; the rules of evidence and the necessity of securing all obtainable evidence. Semi-annual examinations will be held on these subjects, and also covering a knowledge of the ordinances and police rules.

And the rule will be that any officer that has had the opportunity of learning and fails on two successive examinations will be dismissed. The city cannot afford to pay wilful incompetents.

Vienna takes one year to educate and drill its policemen; London, six months; New York, six weeks, and Trenton, three days.

POLICE DRILLS AND LECTURES ON FIRST AID TO INJURED.

In February, 1913, Chief of Police Cleary, inaugurated police drills at the Armory. The members of the force, including captains, sergeants and roundsmen, are drilled weekly, by a competent military instructor, in the school of the soldier without arms. These drills are valuable. They furnish quick, active exercise—much needed by most policemen. They develop a well set-up appearance and military bearing. A man commands respect according to his appearance—alertness, responsibility and authority will

be respected and obeyed where the slovenly appearing policeman will be jeered. They also teach the officers and men a knowledge necessary in case of riots and insurrections, of military movements of attack and defense. They also greatly aid in teaching and establishing discipline, an imperative requirement.

They are also given revolver practice one-half hour weekly.

Before the commencement of the drills, the Police Surgeon delivers lectures and gives instructions on the various subjects commonly classed under the head of "First Aid to Injured."

MOTORCYCLE POLICEMEN.

With the object of better protecting the lives of our citizens by enforcing the Motor Vehicle Law, particularly as to speeding, the Director appointed, in April, 1912, a motorcycle policeman. In March, 1913, another motorcycle policeman was appointed. The expense to the city in 1913 was $1,800 for salaries and about $600 per annum for maintenance of the motor cycles. The two motorcycles cost $592.75. These two officers have made 69 arrests, with resulting fines amounting to $1,320, which is, by law, required to be paid to the State Motor Vehicle Department.

AMBULANCE SERVICE.

The ambulance service of the city was improved, and the patrol service supplemented by the purchase in February, 1913, and delivery in June, 1913, of a Winton Auto Combination Ambulance and Patrol. This was further supplemented in July, 1913, by the purchase of a Pulmotor, costing $185. The Fire Department also has a Pulmotor. Both have been instrumental in saving lives.

OTHER INNOVATIONS.

The Director inaugurated the practice of having the police make a house-to-house canvass for unlicensed dogs, with the result that for the fiscal year ending February 28, 1913, a saving of at least $1,316 was effected, and the city's revenues increased by $2,018.

The Director caused to be printed, in seven languages, pamphlets showing the importance of each householder cleaning up his premises and keeping them cleaned up. The police distributed these pamphlets from door to door, according to the nationality of the occupant.

It may be pertinent to mention that these "clean-up" notices have attracted attention in quite a few cities (ranging from Portland, Me., to Minneapolis, Minn.), as is evidenced by requests for them from city officials and citizens of other cities.

The work of the police is constantly being increased by law, and by the more progressive attitude and demand of society. Under the Geran election law they are required to canvass and report upon the registry lists of all voters in the city. As this work is usually required to be done in two days' time it proves quite a test of the efficiency of the department.

The Chief of Police and captains find it necessary, in order to keep abreast of the times, to act as censors, almost weekly, of theatrical and moving picture productions.

GARBAGE AND ASHES.

This department shows remarkable increased efficiency, and a considerable reduction in expenditures, notwithstanding there was a large increase in the amount of garbage, ashes and rubbish collected, an increase of 25 cents per day in the wages of employes—and also an increase in service rendered.

COMPARISON OF EXPENDITURES.

Fiscal year ending February 28, 1911	(*a*)	$36,640 72
Fiscal year ending February 28, 1912	(*b*)	36,569 83
Fiscal year ending Feburary 28, 1913 (first complete year of commission government)		34,276 44

(*a*) This amount includes the salary of the superintendent, which was formerly paid from the budget account, "Salaries," and also the sum of $2,353.36 spent by this department in the fiscal year of 1911, but paid for in the fiscal year of 1912.

(*b*) The amount actually expended during the fiscal year of 1912 was $38,923.19, but of this amount $2,353.36 was paid for articles furnished during 1911, and, therefore, the actual cost for 1912 was $36,569.83.

COMPARISON OF COLLECTIONS.

Year ending February 28,	Garbage—tons.	Ashes—tons.
1913	14,103	39,780
1912	13,058	31,248
Increase	1,045	8,532

Garbage collections, cost per ton	96c.
Garbage incineration, cost per ton	48c.
Ashes—collection and disposal, cost per ton	35c.

These figures include overhead charges, but do not cover interest, sinking fund and depreciation charges.

According to these figures the increased cost for taking care of the increase in ashes and garbage should have increased the cost of this department by $4,530, or, based on the figures of 1912, a total cost for the year ending February 28, 1913, of $41,099.83.

The employment of a blacksmith to shoe all the horses and repair all the wagons, was responsible for a saving of $1,125.89, and the purchase of all supplies—feed, hay, coal, etc.—by competitive bidding, was the cause of saving a still larger amount.

INCREASED SERVICE.

Tri-weekly collections are made in Hillcrest, Villa Park, Hamilton Terrace and the outskirts of the Wilbur Section (as well as in other parts of the city). Before the advent of Commission Government only weekly collections were made from the vicinities above mentioned.

FURTHER SAVING BY WRAPPING GARBAGE.

Comparison for six months—June to November, inclusive. In 1912, the garbage was not drained and wrapped. In 1913, it was drained and wrapped.

YEAR.	Tons of Garbage Collected and Disposed of.	Pounds of Coal Used.	Cost of Coal $3 per Gross Ton.	Cost of Collections, Labor Only.	Cost of Incineration, Labor Only.	Total
1912	8,512	446,190	$597 58	$3,706 67	$2,154 37	$6,458 62
1913	8,614	354,732	475 09	3,147 34	1,369 26	4,991 69
Total saving for six months on account of wrapping....						$1,466 93

In 1911 and 1912, during the fruit season in August and September, the Crematory was unable to incinerate all the garbage, although the furnaces were run day and night, seven days in the week. The balance, amounting to over 200 tons each year, was carted into the country and buried. In 1913, for the corresponding months, the garbage was incinerated *each collection night* by twelve o'clock midnight.

It will be noticed that the above table shows an increase of only 102 tons collected for six months in 1913 over the amount for the same period in 1912, while for the same period the year previous, the increase was 762 tons. The apparently small increase in weight is due to the *drainage* of garbage before it is wrapped. Heretofore, the garbage contained about 10 per cent., by weight, of liquids.

ECONOMY AND SANITATION *vs.* INCONVENIENCE.

While the draining and wrapping of garbage has caused some individual inconvenience, nevertheless, it must be conceded that it has resulted in much better sanitary conditions, and, to a great extent, the elimination of the fly nuisance, and consequently the prevention of a grave menace to health. And a six months' trial has conclusively proven that it is much more economical, and has increased by 35 per cent. the incinerating capacity of the crematory.

CIVIC NEATNESS.

Previous to 1913 waste paper was placed, loosely, in all manner of receptacles, and thus set out for collection. The wind scattered these papers over the streets, alleys and vacant lots and the city presented anything but a tidy appearance. In March, 1913, an ordinance was passed compelling the tying of waste paper, excelsior, etc. The improvement in the appearance of our city streets and vacant lots has been noticeable.

EXPENDITURES FOR CIVIC CLEANLINESS.

This department expended, from April 19, to May 29, 1913, the sum of $580.95 for cleaning up the vacant lots and alleys. Over 300 large wagon loads, or about 600 tons of refuse, was raked up and removed. There was also expended the sum of $338 for translating and printing "clean-up

day'' notices in *seven* languages; the sum of $42.28 for advertising ''clean-up day''; the sum of $474.79 for removing over 600 additional tons of refuse collected during the spring ''clean-up days''; the sum of $168.84 expended for removing about 150 additional loads of refuse collected during the fall ''clean-up days''; and the sum of $468 for one extra dump man—a total expenditure for ''civic cleanliness'' of $2,092.86.

Providing a man to care for the city dumps was a new innovation. Dumps, at the best, are not attractive, but the odors from the refuse left in cans, bottles, etc., was quite offensive. We are endeavoring to obviate that objectionable feature by having a dumpmaster to bury the cans, bottles, etc., and prevent the dumping of objectionable refuse. There is still room for improvement, providing the city desires to expend a larger amount of money.

INCREASE IN WAGES.

The Board granted, in March, 1913, an increase of 25 cents per day in the wages of the employes of the department.

This increase will amount for twelve months to.....	$2,041 50
Adding to this the extraordinary disbursements for ''Expenditures for Civic Cleanliness''	2,092 86
We have a total of	$4,134 36

which was not contemplated when our budget was made up in February, 1913. But, notwithstanding this additional expenditure, we will not require more than $1,000 additional to the regular budget appropriation of $34,500 to carry this department through the fiscal year without decreasing the service to our citizens, or permitting a depreciation of the equipment.

SALE OF ASHES.

About one year ago, the Director of Public Safety inaugurated the plan of endeavoring to sell ashes. The city was divided into zones and bids were invited. Unfortunately, the bids received were confined to about one zone. Nevertheless, since then, ashes to the amount of $470.94 have been sold.

If the city were permitted by law, to acquire lowlands and fill them with ashes, and place a top covering of dirt, the city would be in a position to realize, annually, a sum sufficient to pay for the collection of ashes. In one place along the Assanpink Creek we could make a splendid park. As it is we are now abating nuisances on private properties in some zones, and enhancing the value of properties of some of our citizens, who have available dumping grounds, without receiving any return therefor.

The Commission had prepared and presented to the Legislature, in 1913, a legislative bill authorizing cities to acquire lowlands, etc., for the purpose of dumping nonputrescible refuse, but it failed to pass.

EXCISE.

The Board of Commissioners are responsible for the general policy adopted for better regulating the liquor traffic and for the granting and refusal of liquor and pool licenses, and the credit therefor, and for increased license fees, quite properly belongs to the entire Board.

In April, 1913, the Board passed an ordinance increasing retail liquor licenses $50 per annum, and wholesale liquor licenses $100 per annum—resulting in an increased revenue to the city of $15,900 per annum.

The Board has closed and eliminated three saloons, revoked two liquor licenses; refused seven applications for new places and refused three applications for transfers of old licensed places to new locations.

The administrative branch is vested in the Director of Public Safety. He has eliminated gambling and gambling devices; enforced the law relative to the sale to minors, drunkards and on the Sabbath. Also as to minors being permitted to frequent saloons, and enforced the ordinances in their entirety.

The License Inspector obtained twenty-three samples of the cheaper grades of whiskey and had the same analyzed by the City Chemist, for the purpose of ascertaining if they contained harmful ingredients. The report of the Chemist stated they did not contain anything deleterious to health.

POLICE COURTS.

Previous to the inauguration of Commission Government, there were two Police Justices, each receiving a salary of $2,000 per annum, and two Clerks, each receiving a salary of $1,200 each.

The Board of Commissioners appointed a Police Justice at a salary of $2,000 per annum, to preside over both courts, and a Clerk at a salary of $1,200 per annum, to act as Clerk of both courts. The First District Court is held at 8 A. M., and the Second District Court is held at 7 P. M., each day excepting Sunday. The salary of the Police Justice has since been increased by law, and the salary of the Clerk has been increased by the Board, for the reasons heretofore stated.

COMPARISON OF FINES FOR FISCAL YEAR ENDING FEBRUARY 28,

1911	1912	1913
$7,072 00	$8,644 15	$11,018 65

The comparison of fines is not made for the purpose of showing a desired accomplishment, as the Director fully realizes that in many instances excessive fines deprive the families of the misdemeanants of some of the necessities of life; but heavy fines and workhouse sentences have resulted in breaking up the "gangs" that formerly were active in several localities.

COMPARISON OF EXPENDITURES, EXCLUSIVE OF SALARIES, AND INCLUDING FEEDING OF PRISONERS, FOR FISCAL YEAR ENDING FEBRUARY 28,

1911	1912	1913
$1,536 95	$1,625 15	$1,604 46

NEW INNOVATIONS.

The Director is a firm believer in the efficacy of a proper probation system. He believes that a large percentage of misdemeanants can be made producers, instead of their being made a charge, and their families becoming charges upon the municipality. In accordance with his views, the Police Justice has placed on probation, from January, 1912, to the present time, 136 adults and 21 juveniles. Within

the near future it is expected to have complete record of the final determination of such cases.

Also, in accordance with the suggestion of the Director, a juvenile docket has been established, and the court hears the juvenile cases in private. It is unthinkable that juvenile offenders should be docketed with criminals, and that in the trial of their cases they should be sandwiched in between criminals and other police court characters. This should be corrected by law.

The Juvenile Docket used in Trenton is the first and only one in New Jersey.

The Police Justice, on his own initiative, has endeavored to have all family matters which might be injurious or harmful to those interested, settled without publicity and to have all complaints of a serious character made by parents settled by marriage. The newspaper men have assisted him very materially in carrying out this principle.

He has also compelled restitution whenever in his judgment it would serve to make the misdemeanant more fully realize the nature of his offense.

BUILDING INSPECTION.

The Building Inspector and his assistant have been active in enforcing the provisions of the building code, particularly where infractions might endanger life by weak and faulty construction. He has also endeavored to lessen the fire hazard by a careful scrutiny of specifications and plans and a vigilant supervision of construction.

The following are some of the new measures adopted:

An insistence that all new moving picture theatres should have a sufficient number of exits, with wide aisles, unencumbered by seats, leading to such exits.

Compulsory installation of fireproof booths for motion picture machines before the enactment of a law compelling their use.

Limiting the height of spires and safeguarding their construction.

Compulsory erection of covered hoods over sidewalks

during building operations where buildings are over two stories in height.

Free and unencumbered passageway in the halls and corridors of office buildings.

COMPARISON OF EXPENDITURES FOR FISCAL YEAR ENDING FEBRUARY 28,

1911	1912	1913
(*a*) $500 95	$361 35	(*b*) $1,047 80

(*a*) Includes $275 for purchase of a horse.
(*b*) Includes $600 for purchase of automobile and $70.00 for services of expert on Motion Picture Booths.

ADDITIONAL DEPARTMENTAL WORK.

The keeping of the Civil Service Efficiency Record, and marking the records of the men, monthly, has entailed considerable extra work for the Garbage and Ashes, the Fire and Police Departments.

The captain of the First District Police Station has 69 men under his jurisdiction, and the captain of the Second District has 45 men under his jurisdiction.

Each captain of the ten fire companies has from eight to nine men under his jurisdiction. To mark these men under the efficiency record heads—"Quality of Work," "Aptitude and Capacity of Initiative" and "Character and Habits"—and to give the proper credit under the record—"Commendation"—and the proper demerit under the record—"Fines and Penalties"—with absolute fairness and impartiality and maintain an equal degree of uniformity, requires the exercise of sound judgment. It may seem easy, but if consideration is given to the fact that no two cases of infraction of the rules, etc., and of facts warranting commendation, are exactly similar, either in motive or result, and that it is equally difficult to have commanding officers agree in their ideas and judgment as to merit and demerit marks, the problem of uniform marking is more forcibly presented. But this is being done with the spirit that it will eventually increase the efficiency of the department, as it furnishes an infallible record of the work and character and habits of each man and eliminates politics and influence from being instrumental in promotions.

The Director acknowledges the many valuable suggestions received from the heads of his various sub-departments and from numerous citizens. And, whatever measure of credit this Department may be entitled to, is due to the faithful and intelligent co-operation, always cheerfully rendered, by superiors and subordinates.

GEORGE B. LABARRE,
Director.

Department of Streets and Public Improvements.

In submitting a report of the Department of Streets and Public Improvements, which department was placed under my direction on the organization of Commission Government, I beg leave to say, that there has been an earnest endeavor to conduct the department as near to a business proposition as possible. Every effort has been made to bring each sub-department to the greatest point of efficiency and economy.

Under the old system, the offices which now comprise this department, were practically independent of each other and subject only to the authority of the Water Board or one of several Councilmanic committees.

With a view to getting a greater efficiency and correlation of the work of these offices, they have been grouped according to the nature of the work to be accomplished; each group or sub-department being in charge of a responsible head, who reports to the Director. Each sub-department has become expert in its own particular line of work. Interest has been stimulated and there is, as a result, a practical and technical knowledge of up-to-date methods and of the materials of municipal engineering, which has never before existed in the offices assigned to this department; and there is also a civic loyalty and a pride in things accomplished, which formerly had little to encourage it.

At the beginning of the new form of government, there were found to be a number of inconsistencies in the matter of salary distribution. This has been remedied, and it is believed that in most cases salaries paid are a fair measure of the services rendered. At least, there are none in the department who are overpaid.

In the purchase of supplies for the department, care has been taken to see that the city pays no more than a representative business house would pay. Where feasible, bids have been asked for, either by general advertisement or by letter; a considerable saving has resulted from this course.

In street paving, modern specifications have been adopted. A cabinet, containing standard materials required

under the specifications, has been installed in the office. Inspection of all work has been carefully and systematically performed. The inspectors have been trained in the performance of their duties by talks and lectures in the evenings. These talks are given by the heads of the engineering department and specialists from out of the city.

During the winter months, a School in Engineering is maintained in the department for the young employes, and ably conducted by one of the assistant engineers. This school meets one evening a week.

One of the first acts of the City Commission, when it came into office, was the appointment of a City Chemist, by request of this department.

A laboratory was established, and now all paving material is thoroughly tested. Asphalt is tested at the mixing plant and as laid on the street; the result being, that the city is getting better asphalt pavements.

All coal is purchased under standard specifications and is all tested on delivery. For any deficiency found in quality, a corresponding deduction is made in price paid.

Daily tests of the river water are made, to ascertain the amount of hypochlorite necessary to apply to insure the destruction of pathogenic germs in the water, more particularly the germs of typhoid fever. The decrease of typhoid fever (76 per cent.) for the year 1913 over 1911, proves efficiency of the method.

From time to time, chemical analyses are made of ice, and of samples of whiskeys, cordials, etc., taken from hotels and saloons by the License Inspector.

A brick testing apparatus has been purchased by this department and all bricks for paving purposes are tested, and none accepted, excepting those that conform fully to the specifications.

In the past, many miles of proprietary or patented pavements have been laid, as well as pavements composed of some of the cheaper grades of asphalt. These, in most cases were laid with a five-year guarantee, and in a number of cases, after one year's wear, have shown signs of failure. On some, the guarantee period has expired. They have been kept by the contractor in more or less a condition of safety, but now the city will have to resurface them; the foundation alone being left to show for the money expended.

The department has instituted a system for compiling data relative to the maintenance of our streets. These records set forth the yearly cost of maintaining each of our pavements and show when the maintenance is becoming so excessive as to warrant repaving. The adoption of this system has already shown a big saving in maintenance charges.

The city sidewalk ordinances are enforced in earnest, with the result that since October 1, 1911, 19¾ miles of new sidewalks have been constructed. This work required the services of a surveying party continually. The repairs of old sidewalks has been insisted on, and there has been a marked improvement in their condition.

All records of the office pertaining to street openings, street repairs, sidewalk notices, etc., have all been changed to a card index system, thereby affording immediate information.

At the time of organization of the City Commission, in 1911, the city maintained, viz., kept clean and in repair, 670.967 square yards of paved streets.

The men employed for such work were paid 15 cents per hour, or $1.50 per day.

In 1912, the Legislature passed an eight-hour law, applying to municipalities. This necessitated an adjustment of wages. There was also about this time a protest from the men employed, that by reason of the increased cost of living, they were not receiving adequate pay. This matter was finally adjusted and an eight-hour day at 22½ cents per hour agreed upon.

The daily pay for labor during 1913 has been $1.80 for a shorter day as against $1.50 for the longer day.

In 1911, the pay for teams was 60 cents per hour; for horse and cart, 35 cents per hour.

During 1913 we have been compelled to pay 67½ cents per hour for teams, and 43¾ cents per hour for horse and cart.

During 1913 the street yardage to be cleaned and maintained amounted to 899,457 square yards, an increase over 1911 of 34 per cent. The total expense of maintenance has increased 16 per cent.

Since the inauguration of Commission Government, numerous drains have been built to relieve conditions in different locations that have suffered from the accumulation of storm water at low points, causing the filling of cellars and the rendering of street crossings impassable, a condition that has existed in the now benefited localities for years; notwithstanding the complaints and petitions from injured property owners and the public.

Among such drains, the most necessary were drains to take care of storm water flowing into the Waterpower. This stream, being a public nuisance and about to be abandoned, all such storm water had to be carried to the Delaware river.

The total length of such drains constructed, varying in diameter from 12 inches to 33 inches, is 16,300 feet.

Through efforts of this Department, numerous repairs and improvements have been made by the local trolley companies, especially the Trenton and Mercer County Traction Corporation.

On a number of streets, through which their road is built, the pavements within and between their tracks were in such a dilapidated condition that it was really dangerous to traffic. Their officials have been prevailed upon to remedy these conditions, in a great measure. The Public Utilities Commission had directed the above mentioned company to reconstruct their tracks within the next five years. They have been prevailed upon by this department to make most of the repairs and reconstruction work during the last two years, and have promised to practically complete all the work during the coming year.

The Public Service Railway Company was induced to lay within and between the rails of their tracks a dressed granite block pavement on all unpaved streets through which they operated, although they were not obliged to do this work under the requirements of their ordinance.

Considerable oil has been used during the last two years, for the purpose of laying the dust on all macadam streets during the summer months.

Several streets have been widened and dangerous corners removed to allow more convenience to the traffic. The most extensive improvement in this line was that of Paul avenue.

This street between Princeton avenue and Brunswick avenue was composed of three widths, namely: 50, 65 and 80 feet. The lines have been changed, by ordinance, to a uniform width of 65 feet throughout. The only expense incurred by the Street Department was the changing of a few curb lines, to meet the new regulations.

The New York avenue extension through lands of the Malleable Iron Company was made and all the grading done, thereby affording an uninterrupted passage on New York avenue throughout. This improvement had been petitioned for for a number of years. It is now completed.

On Pennington avenue, just north of the East Trenton Railroad, storm water collected in pools in the street and in vacant lots, very much to the annoyance of the neighborhood and pedestrians obliged to use this street. Negotiations were opened with the officials of the East Trenton Railroad Company and the Trenton and Mercer County Traction Corporation, and as a result thereof these two companies co-operated with the Street Department, and by a change of grade of about 20 inches the unsightly hump in the street caused by the East Trenton Railroad tracks was entirely eliminated and the water now passes under the East Trenton Railroad and down Pennington avenue.

Among other improvements that have been made may be mentioned the construction of a wall along the river front from Calhoun street to lands of the State of New Jersey and the entire area filled in to grade, making a park of about 15 acres, which will connect directly with the State House Park.

The Engineering Department has made numerous surveys and plans for all departments, especially on the harbor and river work; proposed extensions of parks and numerous surveys for future street improvements.

During the last year this department has purchased a large lot adjoining the City Yard. This is very centrally located on Commerce street at the Delaware and Raritan Canal, and is used for the purpose of storing implements and materials used for the repairing of streets and stabling of the horses of the department. This yard has been provided with derricks and necessary machinery for unloading boats.

All work under construction is inspected by the Director in company with the heads of the department, at least once every other day.

All times during the year, except winter time, the offices are open between the hours from 8 A. M. to 5 P. M., and in the winter time from 8:30 A. M. to 5 P. M. This affords direct communication with citizens or the general public at all times.

Sewer construction has gone steadily forward under Commission Government.

A new system of recording progress in the construction of sewers and drains has been put into effect. This has involved a considerable amount of labor, for records of all sewer construction from its inception had to be gone over. The work is now recorded and classified in accordance with the forms of the American Society of Municipal Improvements. Before this was done, we had but a vague idea as to the magnitude of our sewer system and its parts as expressed in figures of length.

The force of Sewer Inspectors has gained in quality and is now composed of men who strive to do their work well, and are trying to increase their knowledge of it. They have combined with the Street Inspectors to meet at intervals, once or twice a month, for the purpose of listening to talks bearing on their work, and followed by discussions in which all take part.

All sewer and drainage designing, which was formerly done by outside consulting engineers, is now done by the men of the department, and a considerable saving thereby effected.

Designs also have been made and construction accomplished for a system of large sized drains, which now take all the water formerly finding its way into the Waterpower between Market street and Federal street. The Waterpower between such streets is being rapidly filled up and should be in as sanitary condition as any other part of the city.

A sewage disposal plant for the Tuberculosis Hospital is now under construction. It was designed and its construction was supervised by the department. Its capacity for the sewage is four times the present population of the hospital.

In October of 1912, Hering and Gregory, consulting sanitary engineers, were engaged by the City Commission to study the sewage disposal problem and to prepare plans and specifications. The plans are now in possession of the city, and a tract of about 21 acres for disposal site has been purchased adjacent to the present sewer outlet.

The Sewer Maintenance work at the time of the adoption of Commission Government was in charge of a foreman. Although his work was closely related to that of the sewer division of the City Engineer's office, they were entirely independent of each other; and the foreman mentioned was responsible only to the Sanitary Committee.

Upon the organization of the Department of Streets and Public Improvements, Sewer Maintenance was placed in charge of the Engineer of Sewers and Water.

There are to be maintained in our city 104.4 miles of sanitary sewers, 120 miles of house connections, 16.25 miles of storm water drains, 2,204 manholes, 454 automatic flush-basins and nearly 400 inlets.

A glance at the above will show that the task involved is no light one, and inasmuch as the city's well-being is so largely dependent on the ability of its sewer system to quickly dispose of human wastes, there is a heavy responsibility involved.

It was recognized at the outset that the Sewer Maintenance appropriation and the number of men employed were inadequate to properly care for our sewerage system. Attention has been called to such inadequacy by a former capable foreman of the Sewer Maintenance men, but little heed was paid, with the result that the new regime was confronted with a number of very serious problems, expensive of solution. Perhaps the most notable example was the condition of East Trenton intercepting sewer, between the intersection of Dickinson and Olden avenue and Stockton and Front streets. A deposit of sand and sludge had been accumulating for years, and during the winter of 1911-1912 this had attained such proportions that the trunk sewer in question began to stop up, backing sewage into cellars through house connections along its line and along the lateral sewers emptying into it. Work was at once started, which before

it was concluded, involved the daily labor of four men during Winter, Spring and Summer of 1912.

The policy has been adopted of making all repairs and remedying all defects in a permanent and lasting manner, as was done in the above mentioned case. The city has spent more money on Sewer Maintenance than was done in former years; but, in spite of the increased mileage of sewers, it can also show an efficient and well maintained sewer and drainage system.

The question of obtaining a pure and unlimited supply of water was one of the first things to demand the attention of the Commissioners.

All possible sources were considered, a careful investigation of these was made by this department, necessitating the gathering of much data and the study of the various sources of supply in regard to their hygienic and sanitary qualities, cost, adaptability for steam production, and also as to permanency of supply. It was decided that the water from the Delaware River would most nearly meet all the requirements.

Acting upon the report made from these studies, the Commission engaged Messrs. Johnson and Fuller, noted engineers, to prepare plans for rapid sand or mechanical filters, to be situated on the Delaware River, north of Calhoun street, with a daily capacity of 30,000,000 gallons of filtered water.

The plant is now in course of erection and should be completed in the summer of 1914.

Two new boilers to augment the steam power at the Pumping Station have been contracted for and will soon be in position to meet the increased demand that will be occasioned by the operation of the filter plant.

During the period of Commission Government, the following work has been accomplished by the Water Department:

New water mains laid, about 29,000 feet of 4-inch pipe, 32,000 feet of 6-inch pipe, 3,000 feet of 8-inch pipe, 750 feet of 10-inch pipe, 1,500 feet of 12-inch pipe, 1,350 feet of 24-inch pipe, 6,000 feet of 30-inch pipe and 4,600 feet of 36-inch pipe, making a total of lineal feet of pipe laid, 78,200 feet or 14.8 miles. The most important of these lines was the

36-inch feed line across the easterly section of the city. This line was laid at a cost of $98,000, which amount was paid from the receipts of the department without the issue of bonds, and was installed at a saving of $12,000 under the estimated cost.

As there was an uncertainty as to whether there were leaks in our mains under canal and creek crossings, it was deemed advisable to have pitometer tests made. This was done, with the result that two leaks, wasting one-half million gallons daily, were found. Owing to the large consumption of water in the city, it was deemed advisable to install meters, not with the object of increasing the revenue, but to decrease the waste. Meters have been installed in all factories and business places.

Recent investigations and tests made by the department of the use, or rather abuse, of what is known as the "hopper closet," has shown an alarming waste of water through this source.

These closets, in most cases, are either running full-head from a half inch or five-eighth inch stream, or at the best are only one-half shut off. A very conservative estimate shows that from 1,500,000 to 2,000,000 gallons of water per day is thus wasted. The city loses the cost of pumpage and the already over-crowded sewers are taxed to their utmost.

The only remedy appears to be to place meters on all properties using the hopper closet.

This department has built a new tool-house and repair shop; also a new building for meter testing, repairing and storing.

The system of putting in the house services from main to curb has been adopted and been in successful operation for about one year. This putting in of the services by the department has resulted in better workmanship, with a uniformity of curb-stops, etc., as well as a saving in tearing up paved streets. The services are installed in all streets before the pavement is put down.

Auto trucks have been installed to do the carting of the department in place of teams, and there are two of these now in use. These trucks have paid for themselves many times over in saving of time in transporting men and material from one job to another, as well as a saving in carting bills.

As we are soon to have filtered water, it is necessary that a great many of our old water mains should be cleaned of the accumulated mud deposits. In some cases the pipes are found at least half full of this deposit.

Up to the present time about 60,000 lineal feet have been cleaned and about as much more remains to be done.

It is also necessary that the reservoir should be thoroughly cleaned. A plan for this has been worked out by the Superintendent and all preliminary work completed. Valves and pipes have been put in place for direct pumping, while emptying and cleaning the reservoir.

An entirely new system has been established at the Department Yard. A competent storekeeper has charge of receiving and giving out of all supplies. All valuable supplies are kept in appropriate bins under lock and key. Each job is charged with the material which goes on it and credited with anything returned. The amount of stock on hand can be ascertained at any time by reference to the books.

During the past year it was decided that it would be economical for the department to employ a plumber and a blacksmith. This has been done and found to realize all that was expected in way of efficiency and economy.

An attempt has been made in the above statement to touch upon some of the more important problems that have confronted the department for solution.

It was recognized at the outset that a detailed account of the transactions of the department would be of such a length as to be quite as laborious in the reading as in its production, and it was therefore decided to offer for consideration a report which would deal in a general way with those undertakings the accomplishment of which stand out most prominently, and which are also fairly illustrative of the aims, methods and work of the department.

J. R. FELL,
Director.

Department of Parks and Public Property.

On the organization of Commission Government, the Department of Parks and Public Property was assigned under the direction of the writer, and every effort has been made to increase the efficiency of this department.

SALARIES.

	Old.	New.	Increase.	Decrease.
Director	.....	$3,000 00	$3,000 00	.....
Park Superintendent	$1,500 00	.....	.....	$1,500 00
City Hall	8,860 00	5,940 00	.....	2,920 00
Pumping Station, Trenton Water Works	25,914 80	21,539 20	.....	4,375 60
	$36,274 80	$30,479 20	$3,000 00	.....
Reduction in Salaries				$8,795 60
Less Increase (Director)				3,000 00
Net Reduction in Salaries				$5,795 60

PARKS.

A comparison of the cost of maintaining the Parks in 1910-1911 with 1912-1913 shows a reduction in expense of 4.15 per cent., notwithstanding the many permanent improvements made. The sum of $1,503.00 having been spent for permanent improvements over and above that spent for a like purpose in 1910-1911.

The greatest changes have been made at Cadwalader Park. Grading and filling of several acres of former marsh land on Parkside avenue to the south of the main grounds has added a beatiful stretch of land to the main property.

Numerous drains have been laid and numerous trees have been planted. Numerous open ditches existed, much to the disfigurement of the lawns, and a modern system of carrying off surface water has been built. The surface water is carried inio drains through new concrete gutters. In the western section of the park, large pools have been completely eliminated by this underdraining. The water is carried through drains to the Delaware and Raritan Canal.

Before the construction of the concrete gutters, cobble gutters were used in the park.

Bubbler drinking fountains have been erected in numerous and convenient places.

Ornamental iron flower urns have taken the place of wooden tubs.

Lawns have been restored and new ones have been made.

New macadam drives have been built and all the old ones repaired and oiled.

All of the buildings in the park have been repaired and new ones have been erected.

Cesspools have given way to modern sewer connections, and unsightly spots about barns and other minor buildings have been cleaned up and made attractive.

The new construction in the park includes a concrete dam to replace the wooden one in the Deer Paddock.

New houses and yards for the animals have been built at the Park Zoo.

A new bandstand has been constructed on the general lines of those in parks of large cities and is so arranged and placed that music is made a feature rather than an incident of the park.

A feature of the Band Concerts last year was that the programs rendered were of a higher standard and greater variety of music. The band has been enlarged. Vocal and special instrumental music was added, and was exceedingly pleasing to the public.

Old trees have been removed and new trees have been planted along the entire front of Stuyvesant avenue.

Several plots of shrubbery have been planted at Hillcrest gates.

The entrance on Maple avenue has been widened, graded, curbed and paved.

The drive in front of the Deer Paddock has been rebuilt. A concrete bridge and numerous drives have been built on the inside of the Deer Paddock.

On the lawns along Stuyvesant avenue numerous changes have been made, especially around the park stables. Considerable grading, seeding and sodding, and planting of trees and shrubbery has added very much to the improvement of this location.

Monument and Tenth Ward Parks have been beautified by planting of additional trees, restoration of lawns, erec-

tion of ornamental flower urns and planting of a greater variety of flowers.

Public squares on Anderson street, Washington street, and public property along the Delaware River in South Trenton and in the Cadwalader section have been utilized for the first time by placing benches in them, creating ideal neighborhood breathing places.

Under the Board of Commissioners a large tract of land in the rear of the State House and fronting on the Delaware River has been prepared for park development by the erection of a concrete retaining wall and filling in of marsh lands inside of the wall. This wall is about one-quarter of a mile long and was built with funds provided by the City of Trenton and State of New Jersey. When this park is completed it will extend from the Assunpink Creek to Calhoun street, along one of the finest sections of the Delaware River, including the Trenton Falls. The park will in all probability be dedicated as Mahlon Stacy Park, in honor of the founder of Trenton. The land embraced in the park is owned jointly by the city and by the State. It will be one of the finest river-front parks in the country.

Plans have just been received for the development of the above mentioned property. These plans have been prepared by an expert landscape artist of New York City and will be put into effect as soon as possible.

The lands along the river, extending from Calhoun street westerly to Brookville have been cleared of shrubbery and policed throughout.

Numerous improvements have been made, especially those at Hermitage avenue, where several tennis courts were built at the solicitation of the property owners in that neighborhood. The general appearance of this property has been very materially improved and made very attractive and popular.

PLAYGROUNDS.

The scope of the playground work has at the request of the citizens been materially increased, and this work shows a 300 per cent. increase in expense to the city, by reason of the fact that a considerable portion of the cost of maintaining these grounds in 1910-11 was met by private

contributions, while in 1912-13 practically the whole cost was borne by the city.

When the Board of Commissioners was inaugurated, there were four public playgrounds in Trenton. There are now nine playgrounds, three of the new ones having been established last year and one this year.

The hub of the Trenton playground system is the Stadium, formerly the basin of the old city reservoir. This ground has been laid out as an athletic and general recreation field for children. Its equipment includes a permanent clubhouse, made possible by a large cash donation by Colonel Washington A. Roebling.

The playgrounds are absolutely under municipal control and are administered by the Director of Parks and Public Property. A large staff of competent instructors in organized play is engaged for each summer season. Each of the grounds is supplied with swings, baseball fields and numerous devices for the entertainment of children. During the last summer 166,000 children patronized the playgrounds.

LIGHTS.

The system of lighting the public streets has been improved by 100 new lights, readjustments of many of the old ones and erection of 57 high-power lights in the business section of the city

This improvement in the lighting system has been made with but 1.33 per cent. increase in cost for 1912-13 over 1910-11, which is partly due to a reduction in the cost of electric lights.

When the Director of Parks and Public Property took office, many lights were found in places where they did the least good and were of the least possible service to the public in general. These grouped lights were relocated and the city is fully 50 per cent. better lighted in certain localities.

The most important single improvement in the lighting system was the erection of 57 ornamental poles, each equipped with a 2,000 candle-power electric light, in the business section of the city. The wiring is so arranged that three times the present number of lights can be added to the system, and these additions will be made, from time

to time, as the conservative use of public funds for lighting purposes will permit.

PUBLIC PROPERTY.

Many changes and improvements have been made to realty belonging to the city, especially in the new municipal building, where numerous changes have been made for the purpose of facilitating business in certain offices.

The new municipal building was first occupied in November, 1910, so that a comparison between the fiscal year 1910-11 and 1912-13 is not practical; therefore, the fiscal year 1911-12, being one-half of the councilmanic government and one-half commission government, is used in connection with the year 1912-13. This shows that the building has been operated with a reduction in cost of 20 per cent., or $4,121.04.

WATER WORKS—OPERATION.

Owing to the operating expense of this department having been heretofore charged to a general maintenance account and intermingled with other items of expense, it is difficult to procure comparative figures as affects the whole operation. In addition to the reduction of $4,375.60 in salaries, heretofore mentioned, an improvement and saving has been made by contracting for a standard quality of buckwheat coal for use at the pumping station, which is tested by the City Chemist for ash, resulting in a higher grade of coal being obtained than under the old contract system.

Due to this policy, it has been possible to continuously operate the pumping station without the purchase of pea coal, or coal of a higher grade. The plant, operated at a 20,000,000 gallon rate for 24 hours, consumes 17 tons of pea coal

At $4.50 a ton, or a daily cost of	$76 50
18 tons of buck. coal, at $3.45 a ton, or a daily cost of	62 10
Saving, per day	$14 40
Which equals an annual saving of	$5,256 00

WILLIAM F. BURK,
Director.

END OF
TITLE